



## MEMORANDUM

Agenda Item No. 4(H)

TO: Honorable Chairperson Barbara Carey-Shuler, Ed. D,  
and Members, Board of County Commissioners

DATE: **June 22, 2004**

FROM: George M. Burgess  
County Manager

SUBJECT: Resolution Approving the 7<sup>th</sup>  
Avenue Corridor Community  
Redevelopment Plan

### RECOMMENDATION

It is recommended that the Board of County Commissioners approve and adopt the attached 7<sup>th</sup> Avenue Corridor Community Redevelopment Plan (the "Plan") for the Redevelopment area generally defined as the area between the City of Miami limits and NW 119<sup>th</sup> Street and between Interstate 95 (I-95) and NW 7<sup>th</sup> Avenue.

### BACKGROUND

In 1969, the Florida Legislature enacted the Community Redevelopment Act of 1969, as it is presently contained in Part III of Chapter 163, Florida Statutes, as amended (the "Act"). The Act authorizes counties and municipalities in the State of Florida to create community redevelopment agencies and to prepare redevelopment plans for certain defined areas within their boundaries designated as community development areas, within which community redevelopment projects may be undertaken to eliminate and prevent the development and spread of slum and blight. After a finding has been made, determining that slum or blight exists within a defined area, the Act authorizes the County to use and to delegate redevelopment powers at its discretion.

The Miami-Dade County Board of County Commissioners (BCC) on June 3, 2003, directed the County Manager (Resolution R-524-03) to prepare a "Finding of Necessity" (FON) study for the 7<sup>th</sup> Avenue Corridor area, as required by the Community Redevelopment Act of 1969. On October 30, 2003, the Office of Community and Economic Development (OCED) issued a contract (RFQ No. 58) to Strategic Development Initiatives, Inc. to prepare the FON. On March 16, 2004, the BCC adopted Resolution R-293-04, approving the FON and established the 7<sup>th</sup> Avenue Corridor Community Redevelopment Area. Also on March 16, 2004 the BCC directed the County Manager to prepare a Redevelopment Plan for the 7<sup>th</sup> Avenue Corridor (Resolution R-293-04).

A draft of the Plan was submitted to OCED on May 7, 2004, and reviewed by the Tax Increment Financing and Coordinating Committee (the TIFCC) on May 10, 2004. The TIFC Committee requested several critical revisions and elaborations to the Plan – Exhibit B attached. The Committee met again on May 12, 2004 and acknowledged receipt from the consultant of responses to their comments, but deemed the responses inadequate.

The Committee has elected to bring the Plan forward for approval by the EDHS Committee in its current draft form, in-order to comply with the required deadlines to receive the earliest available TIF funding, and proposes, pending completion and subsequent review of their issues, to have the document finalized prior to presentation before the full BCC. The TIFC Committee also directed OCED staff to submit the Plan to the Department of Planning and Zoning for determination of consistency with the County's Comprehensive Development Master Plan. A favorable ruling is expected. The item is proposed to be submitted for full Board's vote at the June 22 meeting. At that meeting, the Board would need to establish itself as the CRA Board, take the required CRA action (approval) on the Plan, and then, again as the County Board, accept the Plan with reviews already assembled and provided by County departments regarding compliance with the CDMP. This accelerated process, while allowing for the proper noticing of all taxing authorities, and advertisement of public hearings differs from the usual CRA plan approval process in that all legislative actions are compressed into one date.

The 7<sup>th</sup> Avenue Corridor Community Redevelopment Area is predominantly a commercial strip, zoned mostly for retail and service uses. The area is characterized by fragmented ownership patterns, with few vacant large parcels under single ownership existing. This underutilized commercial strip shows numerous indicators of slum and blight conditions that contribute to the economic decline of an area. In recognition of the need to prevent the spread of and eliminate the existence of slum and blighted conditions with the community, a Plan has been proposed for the area, through the creation of a Community Redevelopment Agency ("CRA").

The main impetus for implementing the proposed Plan in this area is to re-energize the faltering commercial district and create jobs, reduce crime, improve the appearance of the area and the quality of life for those who live in and around the area. As the principal focus of the redevelopment strategy offered in this Plan, the proposed CRA shall undertake a major initiative to revitalize this area by embracing and enhancing the auto retail business sector which is presently leading the area's decline. The proximity of the 7<sup>th</sup> Avenue Corridor as directly adjacent to multiple convenient exits from I-95 is an irreplaceable advantage. In addition, the I-95 Corridor captures the view of hundreds of thousands of motorists each day that will pass by a revitalized auto retail mall. A well-designed, visually attractive Auto Mall located in the proximity of 79<sup>th</sup> Street and 95<sup>th</sup> Street along NW 7<sup>TH</sup> avenue would be the economic catalyst to provide resurgence in job creation, ad valorem revenues, and community pride.

The focus of this redevelopment initiative will be to utilize the powers and funding resources possessed by a Community Redevelopment Agency, to acquire the properties that would make up a 25 to 30-acre developable site. The powers of an agency may include the power of eminent domain, depending on the governing body delegating such power. It is this County's past practice to use or delegate such power only in very limited and site-specific instances. The Auto Mall will most likely be comprised of six individual dealerships with a combined aggregate size of approximately 165,000 square feet. The site shall be offered to private sector developers who possess a high and unique level of success and experience in the auto retail economy. It is estimated that the public funding in the redevelopment of this site to create the Primary Redevelopment Project will require financial resources of approximately \$20,000,000.

The disposition of land assembled with a large portion of the initial funding to a private developer of the proposed auto mall should generate significant incomes or proceeds in return. A successful Auto Mall is estimated to generate over 400 non-exportable, high paying jobs with an average salary of \$49,000 per year. The anticipated annual payroll from these jobs is approximately \$20,208,750 per year.

The successful implementation of the Primary Redevelopment Project, a large multi-dealer auto mall, will create an environment conducive to new business development. The auto mall, along with the supporting infrastructure improvements, landscape and streetscape, and the new activity in the area will generate new interest for commercial development, which is generally described as a second phase of the Plan. The location for auto industry "spin-off" business is most likely to occur directly west across NW 7<sup>th</sup> Avenue from the 30-acre Primary Redevelopment Project, and north and south in nearby proximity.

The proposed CRA's proposed revenue source shall be generated through Tax Increment Financing Revenues ("TIF"). For the purpose of implementing the redevelopment strategy the Plan proposes a 95% County contribution of the tax increment to the agency's trust fund. The Plan's projection of TIF revenues is \$101,964,280 over 30 years based on 95% contribution and 3.75% annual increase, with the Primary Redevelopment Project.

Some of the key features of the Plan are:

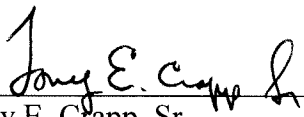
- A. Safeguards to ensure that redevelopment activities follow the Redevelopment Plan, they include:
  - a. Financial Accountability
  - b. Proper implementation and project/program accountability
  - c. Retention of certain powers by the County and,
  - d. Providing for a time certain duration.
- B. Elements of development programs taken directly from Miami-Dade County's Comprehensive Development Master Plan.
- C. An established list of community redevelopment goals of the 7<sup>th</sup> Avenue Corridor Community Redevelopment Agency.
- D. A comprehensive description of the Primary Redevelopment Project
- E. A conceptual proposal for the expenditure of the Tax Increments
- F. Implementation Strategies to include strategies for land acquisition and disposition. The power to acquire land through eminent domain is also a feature of the Plan.

G. Programs and Strategies to include:

- a. Economic development and Job creation
- b. Beautification and Infrastructure improvements
- c. Environmental clean-up
- d. Air Rights
- e. Redevelopment Advocacy
- f. Code enforcement and,
- g. Community Policing innovations.

H. Finance and Budget projections to include:

- a. 30-year projections of CRA TIF revenues assuming 3.75% annual increase in total taxable value
- b. Assumptions of 95% tax increment contributions by the County
- c. The utilization of Bond and the Allocation and expenditure of non-bond revenues not used for debt service
- d. Alternative funding sources (to TIF), yet to be described in detail

  
\_\_\_\_\_  
Tony E. Crapp, Sr.  
Assistant County Manager






# MEMORANDUM

(Revised)

**TO:** Hon. Chairperson Barbara Carey-Shuler, Ed.D.  
and Members, Board of County Commissioners

**DATE:** June 22, 2004

**FROM:**   
Robert A. Ginsburg  
County Attorney

**SUBJECT:** Agenda Item No. 4(H)

Please note any items checked.

- ☐ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Bid waiver requiring County Manager's written recommendation
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ Housekeeping item (no policy decision required)
- ☐ No committee review

Approved \_\_\_\_\_ Mayor

Veto \_\_\_\_\_

Override \_\_\_\_\_

Agenda Item No. 4(H)

6-22-04

RESOLUTION NO. \_\_\_\_\_

RESOLUTION APPROVING COMMUNITY REDEVELOPMENT PLAN REGARDING CERTAIN GEOGRAPHIC AREA BOUNDED ON THE EAST BY INTERSTATE 95 (I-95); BOUNDED ON THE SOUTH BY THE CITY OF MIAMI; BOUNDED ON THE WEST BY THE WESTERNMOST PROPERTY LINES OF ALL THOSE PARCELS OF LAND THAT ABUT THE WESTERLY RIGHT-OF-WAY LINE OF NW 7<sup>TH</sup> AVENUE FROM THE CITY OF MIAMI TO NW 119<sup>TH</sup> STREET; AND BOUNDED ON THE NORTH BY NW 119<sup>TH</sup> STREET

WHEREAS, the Florida Legislature enacted the Community Redevelopment Act of 1969 during its 1969 Legislative Session, which enactment is presently codified in the Florida Statutes as Part III of Chapter 163, Florida Statutes, as amended from time to time (the "Act"); and

WHEREAS, all powers arising through the Act are conferred by the Act upon counties and Home Rule Charters, which counties in turn are authorized to delegate certain of such power to a community redevelopment agency created pursuant to the Act; and

WHEREAS, on March 16, 2004 the Board of County Commissioners of Miami-Dade County, Florida (the "Board") adopted Resolution No. R-293-04 which declared a certain geographic area of unincorporated Miami-Dade County known as the 7<sup>th</sup> Avenue Corridor which is bounded on the East by Interstate 95 (I-95); bounded on the South by the City of Miami; Bounded on the West by the Westernmost property line of all those parcels of land that abut the Westerly right-of-way line of NW 7<sup>th</sup> Avenue from the City of Miami to NW 119<sup>th</sup> Street; and bounded on the North NW 119<sup>th</sup> Street (the "7<sup>th</sup> Avenue Corridor" or "Redevelopment Area") to be a slum or blighted area, declared the rehabilitation, conservation or redevelopment, or combination of each to be necessary in the 7<sup>th</sup> Ave. Corridor in the interest of the public health, safety, morals or welfare of the residents of the Redevelopment Area and the County and found the need for the creation of a community redevelopment agency; and

WHEREAS, the Board, by resolution, appointed itself as the community redevelopment agency for the Redevelopment Area (the "Agency"); and

WHEREAS, the County employed a consultant who prepared a preliminary community redevelopment plan ("Plan") which was submitted to the Department of Planning and Zoning of Miami-Dade County, sitting as the local planning agency of the County and the local planning agency reviewed said Plan and submitted its written recommendations with respect to the conformity of the proposed Plan with the comprehensive plan for the development of the County as a whole; and

WHEREAS, a copy of the Plan which is attached as Exhibit "A" and incorporated in this Resolution by reference was submitted to the Agency, this Board and each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the Redevelopment Area as required by the Act; and

WHEREAS, the Agency approved and adopted the Plan and requested that this Board approve the Plan; and

WHEREAS, the Board has at this meeting conducted a public hearing with respect to the findings, conclusions and other matters set forth in this resolution; and

WHEREAS, the County is sympathetic to the needs of the Redevelopment Area to reserve the decline which has occurred in the Redevelopment Area; and

WHEREAS, the Board desires to approve the Plan for the purposes outlined in the memorandum from the County Manager which accompanied this Resolution and is incorporated in this Resolution by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that

Section 1. The matters contained in the foregoing recitals are incorporated in this resolution by reference.

Section 2. This Board accepts the delivery of the Plan delivered to it by the Agency. This Board finds and determines that:

(a) The rehabilitation, conservation or redevelopment or a combination of each, of the Redevelopment Area is necessary in the interest of the public health, safety, morals and welfare of the residents of the County and in the interest of implementing the Act by rehabilitating and revitalizing the area economically and socially, thereby inhibiting the spread of disease and crime, and inter alia improving the tax base, promoting sound growth, and providing improved housing conditions.

(b) A feasible method exists for the location of families who will be displaced from the Redevelopment Area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families.

(c) The Plan conforms to the general plan of the County as a whole.

(d) The Plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the general vicinity of the site covered by the Plan.

(e) The Plan will afford maximum opportunity, consistent with the sound needs of the County as a whole, for the rehabilitation or redevelopment of the Redevelopment Area by private enterprise.

(f) If the Redevelopment Area consists of an area of open land to be acquired by the County to be developed in whole or in part for residential uses such as may be acquired because it is hereby determined that: (i) a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the County; (ii) the need for housing accommodations has increased in the area; (iii) the conditions of blight in the area or the shortage of decent, safe, affordable and sanitary housing cause or contribute to an increase in the spread of disease and crime or constitute a menace to the public health, safety,

morals or welfare; and (iv) the acquisition of the area for residential uses is an integral part of and is essential to the program of the County.

(g) If the Redevelopment Area consists of an area of open land to be acquired by the County so as to be developed in whole or in part for non-residential uses such may be acquired because it is hereby determined that: (i) such non-residential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives; (ii) acquisition may require the exercise of governmental action as provided in the Act because of defective, or unusual conditions of, title or diversity of ownership which prevents the free alienability of such land; tax delinquency; improper subdivisions; outmoded street patterns; deterioration of site; economic disuse; unsuitable topography or faulty lot layouts; lack of correlation of the area with other areas of the County by streets and modern traffic requirements; or any combination of such factors or other conditions which retard redevelopment of the area; and (iii) conditions of blight in the area contribute to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals or welfare.

Section 3. This Board further finds and determines that: (a) the Plan conforms to the comprehensive plan for the County as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act (as determined by the Department of Planning and Zoning in the memorandum attached as Exhibit "B"); (b) the Plan is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the Redevelopment Area, zoning and planning changes, if any, land uses, maximum densities and building requirements; (c) the Plan provides for the development of affordable housing in the area, or states the reasons for not addressing in the Plan the development of affordable housing in the area; (d) the Plan conforms with the Act; and (e) the Plan is necessary in the interest of the public health, safety, morals and welfare of the residents of the County and will effectuate the purposes of the Act

by revitalizing the Redevelopment Area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions and eliminating the conditions which the Florida Legislature in the Act found constituted a menace which was injurious to the public health, safety, welfare and morals of the residents.

Section 4. This Board, after having conducted a public hearing on the matter for the purpose of giving all interested parties an opportunity to express their views, notice of which public hearing was published on in The Miami Herald, a true copy of which notice is attached as Exhibit "C" and made a part of this Resolution, and having made the findings expressed above, approves and adopts the Plan for the Redevelopment Area in accordance with the Act. The Plan is designated as the official redevelopment plan for the Redevelopment Area and it is the purpose and intent of the Board that the Plan, as the same may be amended and supplemented by the Board, be implemented in the Redevelopment Area.

The foregoing resolution was offered by Commissioner \_\_\_\_\_, who moved its adoption. The motion was seconded by Commissioner \_\_\_\_\_, and upon being put to a vote, the vote was as follows:

Dr. Barbara Carey-Shuler, Chairperson  
Katy Sorenson, Vice-Chairperson


Bruno A. Barreiro  
Betty T. Ferguson  
Joe A. Martinez  
Dennis C. Moss  
Natacha Seijas  
Sen. Javier D. Souto

Jose "Pepe" Diaz  
Sally A. Heyman  
Jimmy L. Morales  
Dorin D. Rolle  
Rebeca Sosa

The Chairperson thereupon declared the resolution duly passed and adopted this 22nd day of June, 2004. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF COUNTY  
COMMISSIONERS

HARVEY RUVIN, CLERK

Approved by County Attorney as  
to form and legal sufficiency. 

Gerald T. Heffernan

By: \_\_\_\_\_  
Deputy Clerk

TO: Don Delaney  
President, SDI, Inc.

CC: Tony E. Crapp, Sr.  
Bryan Finnie  
Rick Glasgow

Date: May 11, 2004

RE: TIF Committee meeting comments on 7<sup>th</sup> Ave Corridor Redevelopment Plan

The Tax Increment Financing and Coordinating Committee met on Monday, May 10, 2004 to review the Redevelopment Plan for the area submitted by you on May 7, 2004. Please review the comments and provide your further input. In an effort to turn this around as quickly as possible (i.e. have a re-draft available for substitution before the May 19<sup>th</sup> EDHS Committee meeting) we ask for your timely responses. The TIF committee is meeting Wednesday evening at 4:30 in order to move that the un-edited plan forward with appropriate recommendations. We will also be seeking that a re-draft be provided by May 17, before the EDHS date, for substitution, and will require that a final draft be available for the full BCC action on June 8, 2004.

Critically needed revisions or elaborations, and selected general comments

- Section 1-4, area defined should indicate the east-west boundaries as from highway 95 to the westernmost property line of all those parcels of land that abut the westerly right of way line of NW 7<sup>th</sup> Ave and the South-north boundaries from the City of Miami to NW 19<sup>th</sup> Street.
- Section 1-14 Poverty level discussion 31% and per capita income. This needs to have further described the population and area of those five census tracts, whose edge the Corridor touches upon. There is not enough context to understand the statistics quoted. Please use whatever data Planning and Zoning provided.
- Section 5 You dropped in a lot of housing strategy and objective from the CDMP, which is a little excessive considering the commercial nature of the area, but you do not throw in the Economic Element objectives that the BCC passed in April. I will send you a 4 page fax with the key goals/objectives, policies of this element, recognizing that they target County-wide and not just community development.
- Section 5 -9 Relocation policy, please remove the reference to "Miami-Dade County Policy", as no such policy appears to exist. Federal Guidelines would be the correct term. It would still be nice to drop some of those in, considering that commercial and residential relocation may very well occur. Please ask Alfonso Brewster acting Housing Director at the County to assist, if needed.
- Section 7-1 What analysis supports a thriving auto business in this area. Any market research? What particular aspects make it more viable than other areas?
- Section 7-2 text: approximately \$60,000,000 to the ad valorem tax roll on an annual basis...strike the annual basis...this confuses in a major way.


12:



- Section 7-2 introduction of the \$20,000,000 figure. Qualify that this public funding, a large portion of which, being used for land assembly, would be returned through property disposals (sales) to private developers. Later in section 9-4 you clearly show that the \$60,000,000 increment includes \$15,000,000 from land acquisition. I hope that we are not proposing \$ 20mm public money input to achieve only \$45mm in new development value.
- Section 7-4, primary redevelopment project area and properties need to be more precise. The map referred to and the subsequent property descriptions show parcels 27, 28, which are in the City of Miami (folio number preceded by 01). The boundary line clearly cuts through the middle of the block, as parcels 29 and 30 are already in the Unincorporated area. The map and list need to be revised.
- Section 7-4 also introduced that exact properties to be acquired will be subject to CRA Board and BCC approval and contingent on terms of a development agreement with a private entity. We think this is too vague. Can you itemize, at this time, those properties that need to be acquired, versus others that are already auto dealers and need not be acquired.
- Section 7-5 Photo essays of similar projects. This section does not provide any related context discussion of use of redevelopment agency, methods, or amounts of public subsidies or participation. I thought we had a East Harlem example, no?
- Section 7-10 North Central Charette report “ a portion” of this area covers the corridor.... what portion (major, minor, out of total acreage, or sq miles)
- Section 7 – Other studies...per Chuck blowers: “We did two phase study on 7th Ave. in April and June of 1996. One difference is that the area ran north to 135 St. The studies are, NW 7 Avenue Corridor Study, Phase 1 (April 1996) NW 7 Avenue Corridor Study, Phase 2, Development Action Plan, (June, 1996). I don't recall either of these being referenced by Delaney. I know we told him about them but can't say whether he ever got copies.” Should these not also be referenced?
- Section 7-29 A. Residential Rehabilitation section needs to be less generic and address the very limited number of single family and multifamily homes and a context of rehabilitation versus actual relocation and new housing programs.
- Section 9-2 reference to tax collector's office is incorrect .. should read property appraiser
- Section attachment TIF formula and projection for year one. TIF formula reads the initial revenue is for 2004/05, with actual data from 2003/04.... you need to explain that the actual 2003/04 is used as an illustration and presumed to be repeated in 2004/05
- The attached comparison table of assessed market value and its charts show corridor market values of 24-28 million, whereas the TIF table clearly show \$55,528,235 as the 2003 taxable value. One of these data sources must be in error.
- Section 9-1 Finances and Budget projection section is generically addressing authority to pursue public funding through grants, loans, private revenue, disposal of property, etc. This is not what the County asked for through the language in the BCC resolution to specifically address alternative mechanisms to the primary TIF funding mechanism. We expected some research/new ideas/examples on funding sources for redevelopment that use, or might use other significant County or municipal funding sources, both temporary and permanent. I.E General

Obligation Bonds, capital and operating funds from major department resource allocations (PW, WASD, OCED, HOUSING), or HUD loans, or pools of money set aside from Countywide tax roll growth specifically for non departmental redevelopment purposes, etc. Surely, the Broward/Coral Springs example is not the only one in the Country? How did Jacksonville fund its major redevelopment years ago without TIF? What is state of the art in terms of financing deals, and are any specific to land acquisition strategies? Can one do early RFP's and target simultaneous closings of acquisitions and disposals? Do you envision a large consumption of cash during land assembly? For an extended time period, or quick payback from sales?

- Section 9 TIF projections. Can you explain a little more clearly the assumptions in growing the tax roll-with the primary project. It looks like a 10, or 9.8% growth rate in future years on top of some larger scale project increments in early years. Does this reflect  $60+40=\$100$  million initial redevelopment thrust, before the 10% sustained growth rate? Year 3 to 4 grow by exactly 30 million?



Jurgen Teintze  
TIF Committee Chairperson  
and Coordinator

attachment

## Goals, Objectives and Policies (Components for Adoption)

### GOAL #1

Create a culture within which County departments incorporate socio-economic considerations into their business plans.

#### Objective 1

Establish executive level procedures and complementary administrative structure to guide, review, evaluate and monitor Miami-Dade County planning activities impacting socio-economic development. These activities may encompass physical, economic, financial and/or budgetary, business and social service aspects of County government related to socio-economic development.

#### Policies

- 1A. Consolidate all socio-economic development planning and related functions into one unified, proactive organizational structure.
- 1B. The Comprehensive Development Master Plan and Miami-Dade County's Strategic Plan shall be the principal planning instruments guiding overall socio-economic development.
- 1C. An administrative mechanism will be created and charged with the coordination, evaluation, integration and monitoring of countywide and community social and economic development plans and activities, including commercial/industrial land use decisions and County infrastructure prioritization with municipalities.

#### Objective 2

Modify the Miami-Dade County organizational structure as necessary to achieve good communication and coordination with all relevant public and private economic development entities.

#### Policies

- 2A. The County will develop a public information program to disseminate socio-economic development initiatives.
- 2B. The County will utilize a website that provides socio-economic development data, information, and access to Miami-Dade departments and other local business assistance entities.

#### Objective 3

County initiatives and programs to promote economic growth and diversification of the County's economic base should also acknowledge broadly accepted socio-economic development goals, such as the amelioration of poverty, the promotion of economic mobility and self-sufficiency, and access to affordable housing, in balance with other CDMP goals.

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To Jürgen Teintze	From C. Blowers		
Co./Dept. OSBM	Co. DP&Z		
Phone #	Phone #		
Fax #	Fax #		

**Policies**

- 3A. Administrative procedures will be established for achieving coordination and integration of countywide and community socio-economic development efforts.<sup>5</sup>
- 3B. The County's community development programs shall be based on plans adopted by the Board of County Commissioners, such as the County's Strategic Plan, the Empowerment Zone Strategic Plan, the Urban Economic Revitalization Plan for the Targeted Urban Areas, and the OCED Consolidated Plan.

**GOAL #2**

Provide public infrastructure which contributes to all areas of Miami-Dade County within the UDB in attaining their socio-economic development potential compatible with other CDMP goals.

**Objective 1**

**Develop an initial consolidated infrastructure plan within one year, including streets and highways, water and sewer capacity, drainage and fire facilities, and other components especially advanced technology, such as fiber optics, appropriate to enhance socio-economic development<sup>6</sup>**

**Policies**

- 1A. The County Manager will consider directing an appropriate executive office to review and evaluate infrastructure improvement and expansion plans; putting major emphasis on socio-economic development.
- 1B. Place high priority on acquiring adequate funding to carry out all projects of the current adopted Long Range Transportation Plan.
- 1C. Miami-Dade County will program infrastructure improvements in municipalities taking into account their socio-economic development priorities and overall County priorities.
- 1D. Infrastructure prioritization should consider needs of existing and target industries in industrial areas that do or can support these industries, especially along trade corridors and around trade hubs.

**Objective 2**

**The County will establish strong regional linkages with Southeast Florida governments to plan for and coordinate infrastructure elements impacting economic development.**

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<sup>5</sup> Countywide efforts are defined as those which are aimed at achieving some end, e.g. employment growth, throughout the County. This is in contrast to those efforts to achieve some purpose in a subarea or community within the County.

<sup>6</sup> Where reference is made to a specific time period, the start date will be the beginning of FY 2004/05, October 1, 2004.

**Policies**

- 2A. The County will support regional infrastructure initiatives with emphasis on economic development and will participate in the newly formed Regional Transportation Authority.
- 2B. The Department of Planning and Zoning and other County departments, as appropriate, will work with the South Florida Regional Planning Council in planning for regional cooperative efforts important for economic development.

**Objective 3**

**Seek to increase middle-income housing by at least 200 units annually through County-administered programs over the next ten years, while also seeking to meet lower income critical needs.\***

\* Affordable to households with incomes between 80 and 120 percent of County MFI.

**Policies**

- 3A. Within two years, a program which involves private sector developments in the provision of low and moderate-income housing will be implemented.

**GOAL #3**

**Increase employment and investment through programmatic assistance to business and labor force development programs, both countywide and for subareas.**

**Objective 1**

**The County should develop a set of guidelines for close coordination between Miami-Dade socio-economic development functions and the primary local organizations having business attraction, expansion and retention program responsibilities, as well as with other non-local institutions, organizations and individuals interested in the economic development of the area.**

**Policies**

- 1A. Miami-Dade County's strategy for meeting countywide employment needs for the next several years should be to emphasize its strengths in international commerce, health services, the visitor industry, and aviation-related activities, and endeavor to expand in the areas of biomedical, film and entertainment, financial services, information technology and telecommunications, while simultaneously promoting the creation and development of small and medium-sized, labor intensive enterprises geared to the socio-economic needs and opportunities of specific neighborhoods and locations meant to serve a diversity of markets.
- 1B. Encourage local business development organizations to continue to maintain and increase, when warranted, performance-based incentives to local prioritized industries and to businesses that are expanding within the State of Florida.

- 1C. The County should explore providing relief from development fees (or a percentage there of) and postpone fee payment until loan closing for those projects within the Empowerment Zone that meet the specified job creation, business development, or affordable housing production goals established.
- 1D. The County shall increase appropriate support to local, national and international marketing which promotes Miami-Dade County and community assets, especially focused on the prioritized industries.
- 1E. The County, in cooperation with the Beacon Council, will continue to implement the Targeted Jobs Incentive Fund program.
- 1F. The County should explore ways to support the non-profit sector and the local cultural community in order to enhance their contribution to the base economy.
- 1G. Within one year, the County in cooperation with the Beacon Council, chambers of commerce and similar institutions, organizations and individuals will formulate a comprehensive incentive plan for application to business retention.
- 1H. Any redevelopment option chosen for the conveyed land at the former Homestead Air Force Base should not inhibit continued operations of military and Homeland Security units stationed at Homestead Air Reserve Base.

## **Objective 2**

**Establish, within two years, utilizing county, state, and national agencies and capabilities, a Small Business Assistance and Entrepreneurial Program focused on management, financial planning and technology application.**

### **Policies**

- 2A. County direct business assistance and training should be targeted to small businesses, especially those located in the Empowerment Zone or in the Targeted Urban Areas.
- 2B. The County will consolidate existing business assistance programs including business training and activities into one office which primarily promotes small business.
- 2C. The County shall identify a range of public and private capital access opportunities to provide credit to existing and prospective local entrepreneurs; and will offer information and guidance on how to utilize them.

## **Objective 3**

**Miami-Dade County, as a major employer, should promote and publicize the services of the primary workforce development agencies, and local colleges and universities.**

### **Policies**

- 3A. The County should establish partnerships with the major workforce development agencies to assess, create, and implement targeted training programs based on employer needs.

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# **Miami-Dade County 7th Avenue Corridor Community Redevelopment Plan**

## **Acknowledgements**

**Alex Penelas, Mayor**

### **Miami-Dade County Board of Commissioners**

<b>District 1</b>	<b>Betty T. Ferguson</b>
<b>District 2</b>	<b>Dorrin D. Rolle</b>
<b>District 3</b>	<b>Barbara Carey-Shuler, Ed.D.</b>
	<b>CHAIRPERSON</b>
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<b>District 12</b>	<b>Jose "Pepe" Diaz</b>
<b>District 13</b>	<b>Natacha Seijas</b>

**George M. Burgess, County Manager**  
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**Jurgen Teintze, Budget Analyst and TIF Coordinator**

Prepared by: **Don DeLaney, Strategic Development Initiatives, Inc.**  
8422 SE Royal Street  
Hobe Sound, FL 33455

## SECTION 1

# GENERAL DESCRIPTION OF REDEVELOPMENT AREA AND FINDING OF NECESSITY

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### A. GENERAL DESCRIPTION OF REDEVELOPMENT AREA

#### AREA DEFINED

The 7<sup>th</sup> Avenue Corridor Redevelopment Area is defined as the area between NW 79<sup>th</sup> Street and NW 119<sup>th</sup> Street . This area runs parallel to and is visible from Interstate 95. (A complete legal description provided by Miami-Dade County is included in this section.)

This predominantly commercial strip is zoned mostly for retail and service uses. The area is characterized by fragmented ownership patterns, with few vacant large parcels under single ownership existing.

Until recently, the area lacked sewer service. This infrastructure improvement creates a more conducive environment for redevelopment and economic stimulation.

The marginal landscaping along the NW 7<sup>th</sup> Avenue corridor is characteristic of many older commercial areas of the County which were developed before landscaping was required.

*The NW 7<sup>th</sup> Avenue Corridor Study, April 1996*, which includes the study area and was conducted by Metro-Dade County Department of Planning, Development, and Regulation, states that the “poor image” of the area may be attributed to the fact that the area is approximately 40 years old and many of the stores appear to have had little or no exterior repairs made during this time. The Finding of Necessity Study conducted by SDI, Inc. in 2004 further documents a high level of building deterioration, building vacancy, code enforcement issues, and a higher crime rate compared to the countywide crime rate.

# **7<sup>th</sup> AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AREA BOUNDARY MAP**

**The 7th Avenue Corridor Community Redevelopment  
Agency boundary map on the following page was provided  
by Miami-Dade County.**

# 7th Avenue Corridor



0 500 1000 1500 2000 Feet

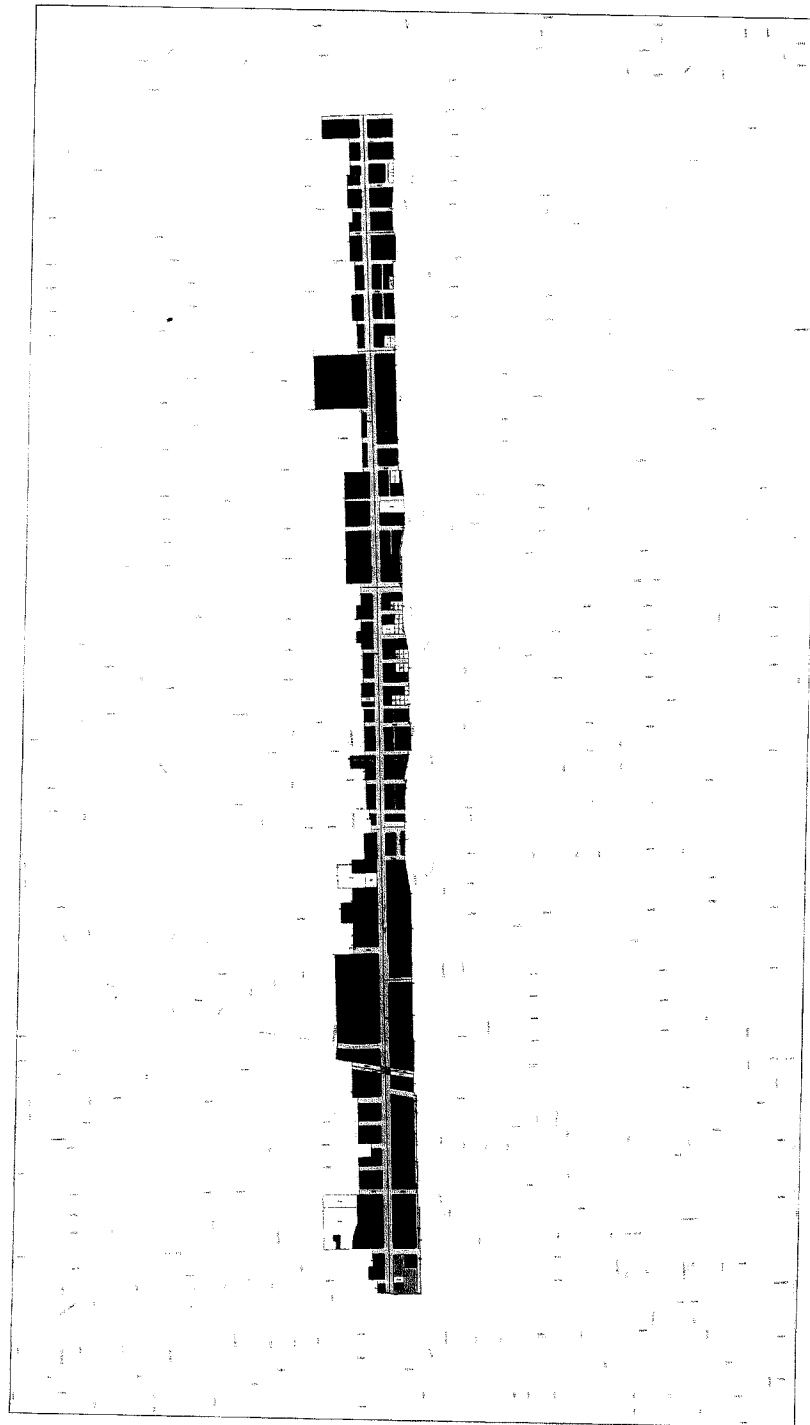
25

Photo: John J. Sweeney  
Aerial photograph of the 7th Avenue Corridor  
New York City  
© 2001  
© All Rights Reserved. All Rights Reserved.





# EXISTING 2001 LAND USE 7th AVENUE CORRIDOR CRA



**LEGEND**

[White box]	SINGLE-FAMILY
[Light gray box]	TWO-FAMILY DUPLEXES
[Medium gray box]	MOBILE HOME PARKS
[Dark gray box]	TOWNHOUSES
[Black box]	LOW-DENSITY MULTI-FAMILY
[Dark gray box]	HIGH-DENSITY MULTI-FAMILY
[Dark gray box]	TRANSIENT-RESIDENTIAL (HOTEL, MOTEL)
[Dark gray box]	COMMERCIAL, SHOPPING CENTERS, STADIUMS
[Dark gray box]	OFFICE
[Dark gray box]	INSTITUTIONAL
[Dark gray box]	INDUSTRIAL EXTRACTION
[Dark gray box]	INDUSTRIAL
[Dark gray box]	AIRPORTS, PORTS
[Dark gray box]	COMMUNICATIONS, UTILITIES, TERMINALS
[Dark gray box]	STREETS, ROADS, EXPRESSWAYS, RAMP
[Dark gray box]	STREETS, EXPRESSWAYS R/W
[Dark gray box]	AGRICULTURE
[Dark gray box]	PARKS, PRESERVES, CONSERVATION AREAS
[Dark gray box]	WATER CONSERVATION AREAS
[Dark gray box]	VACANT, GOVERNMENT OWNED
[Dark gray box]	VACANT, PROTECTED, PRIVATELY OWNED
[Dark gray box]	VACANT, UNPROTECTED
[Dark gray box]	INLAND WATERS
[Dark gray box]	OCEAN BAY WATERS

0 0.5 1 2 3 4 Miles



MIAMI-DADE COUNTY, FLORIDA  
DEPARTMENT OF PLANNING & ZONING  
RESEARCH SECTION

MARCH 2003

**7TH AVENUE CORRIDOR  
COMMUNITY REDEVELOPMENT AGENCY  
LEGAL DESCRIPTION**

**NW 7th Avenue Community Redevelopment Area**

Legal Description

A portion of Miami-Dade County Florida, bounded on the East by Interstate 95 (I-95); bounded on the South by the City of Miami; bounded on the West by the Westernmost property lines of all those parcels of land that abut the Westerly right-of-way line of NW 7th Avenue from the City of Miami to NW 119th Street; and bounded on the North by NW 119th Street; said portion being more particularly described in six parts as follows:

That part of said Section 36, Township 52 South, Range 41 East, lying Westerly of the Limited Access Right-of-Way of I-95;

-AND-

That part of said Section 1, Township 53 South, Range 41 East, lying Westerly of the Limited Access Right-of-Way of I-95;

-AND-

That part of the Northwest 1/4 of said Section 12, Township 53 South, Range 41 East, lying West of the Limited Access Right-of-Way of I-95 and lying North of the City of Miami municipal boundary as shown on the plat of FRANCINE HEIGHTS FIRST ADDITION recorded in Plat Book 90 at Page 86 of the Public Records of Miami-Dade County, Florida;

-AND-

That part of NW 7th Avenue lying in Section 35, Township 52 South, Range 41 East, together with all those parcels of land immediately abutting said NW 7th Avenue in said Section 35;

-AND-



That part of NW 7th Avenue lying in Section 2, Township 53 South, Range 41 East, together with all those parcels of land immediately abutting said NW 7th Avenue in said Section 2;

**-AND-**

That part of NW 7th Avenue in the Northeast 1/4 of said Section 11, Township 53 South, Range 41 East, lying North of the City of Miami municipal boundary as shown on the aforementioned plat of FRANCINE HEIGHT FIRST ADDITION, together with all those parcels of land immediately abutting said NW 7th Avenue in said Northeast 1/4 of said Section 11 that lie North of the North line of Lot 3, Block 2 of the AMENDED PLAT OF HOMECREST recorded in Plat Book 9 at Page 84 of the Public Records of Miami-Dade County, Florida.

<b>Legal Description provided by Miami-Dade County</b>
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**FINDING OF NECESSITY:****RESEARCH AND FIELD WORK CONDUCTED BY SDI IN PREPARING THE  
7TH AVENUE CORRIDOR CRA PLAN**

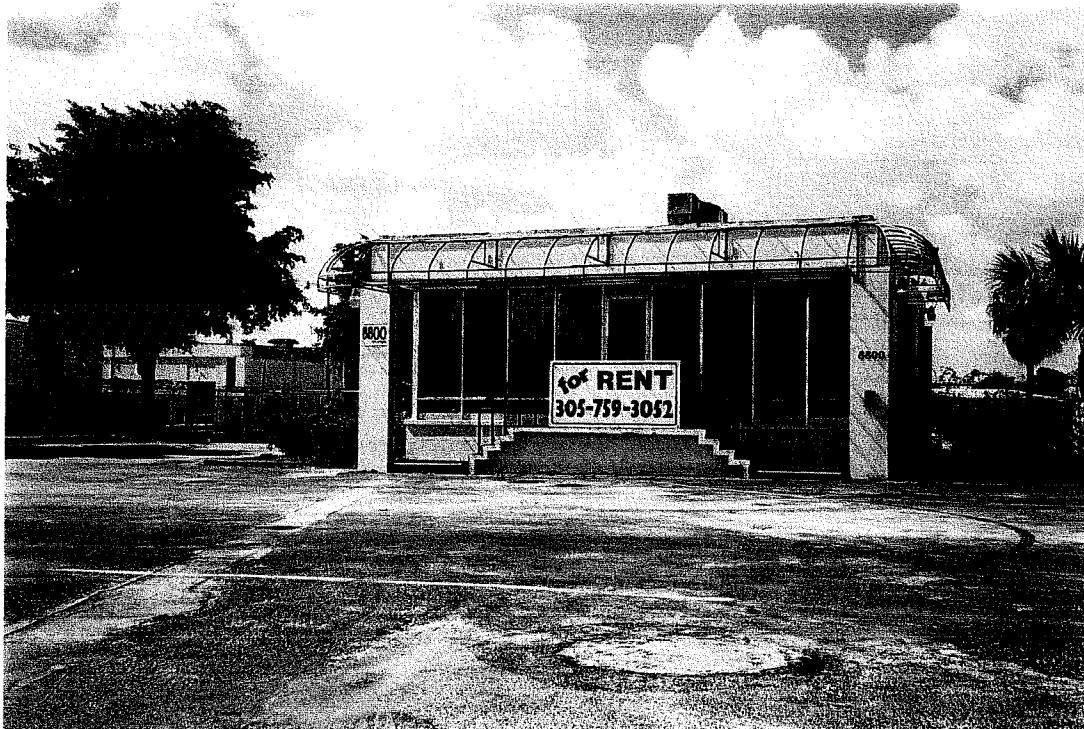
The establishment of a redevelopment area requires an official finding of necessity for redevelopment be adopted by the County. A finding of necessity for redevelopment is based on the existence of certain conditions in a community as described in the Community Redevelopment Act of 1969, Chapter 163, Part III, *Florida Statutes*. The Finding of Necessity for the 7th Avenue Corridor CRA study area was prepared by SDI, Inc., and adopted by the Board of Commissioners in March 2004.

Upon review and assessment of the study area and application of appropriate criteria set forth in the Florida Statutes, the 7th Avenue Corridor study area was found to have a combination of conditions that require a need for redevelopment. The following is an overview of SDI's and fieldwork and research relating to the Finding of Necessity.

## EXECUTIVE SUMMARY OF FINDING OF NECESSITY - 2004

This Finding of Necessity study for the proposed 7<sup>th</sup> Avenue Corridor Community Redevelopment Area was conducted in October and November 2003 in accordance with Chapter 163 Part III, *Florida Statutes*. The study finds the existence of deterrents to sound future growth and development as defined in Chapter 163.355 F.S.. The approximately 0.4 square mile strip runs along NW 7<sup>th</sup> Avenue between NW 79<sup>th</sup> Street and NW 119<sup>th</sup> Street in unincorporated Miami-Dade County. Although the area is primarily commercial, the corridor fronts a residential area that is greatly affected by the slum and blight conditions existing in this deteriorating commercial corridor.

Below is a photograph that was taken during field research. The location is 8800 NW 7<sup>th</sup> Avenue and represents an area of Miami-Dade County that is struggling to survive.



A "slum area" as defined in Chapter 163.340 F.S. means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements which are impaired by dilapidation, deterioration, age, or obsolescence and exhibiting one or more of the following factors:

- (a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;
- (b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
- (c) The existence of conditions that endanger life or property by fire or other causes.

The statute defines a "blighted area" as an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Inadequate and outdated building density patterns;
- (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;

- (h) Tax or special assessment delinquency exceeding the fair value of the land;
- (i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- (j) Incidence of crime in the area higher than in the remainder of the county or municipality;
- (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

The study focused primarily on the following conditions:

**Economic Disuse:**

Comparison between the County and the proposed redevelopment area of Aggregate Assessed Values of Real Property for a five-year period.

**General Conditions Required for CRA Eligibility:**

Faulty Lot Layout  
Unsanitary or Unsafe Conditions  
Deterioration of Site or Other Improvements  
Inadequate and Outdated Building Density Patterns  
Commercial Vacancy Rates

<b>Crime:</b>	Incidence of Crime
<b>Code Violations:</b>	High Rate of Code Enforcement Citations
<b>Socioeconomic Characteristics of Community in and Surrounding the Proposed Redevelopment area:</b>	Per Capita Income Poverty Level Unemployment Rate

The subject underutilized commercial strip shows numerous indicators of slum and blight conditions that contribute to the economic decline of an area. The visual signs include run-down and boarded-up commercial buildings, several vacant buildings with "for lease" signs posted, high fences with barbed wire across the top used to deter crime, trash accumulation, and structural dilapidation and disrepair. Code enforcement violations and police calls are far higher than the rate countywide. The tax delinquency rate in 2002 was 14% within the 7<sup>th</sup> Avenue Corridor area while the tax delinquency rate countywide was less than 6%.

As much as the visual indicators depict a community in need of redevelopment, these statistics tell us about the lives of the people who live in the surrounding community and present a compelling justification for creating a Community Redevelopment Area and a Tax-Increment Mechanism to stimulate the positive economic growth of the area.

The 7<sup>th</sup> Avenue Corridor runs along the edge of five census tracts. Within these

census tracts, the 2000 census data reveals a poverty level of 31.16 percent compared to 18% for Miami-Dade County as a whole. The per capita income within the subject area is approximately \$7,000 lower than the countywide number of \$18,500. The unemployment rate in the subject area is 12.70 percent while the rest of the County was almost a third lower according to the 2000 U. S. Census.

## SECTION 2

# CREATION, SEVERABILITY, AND POWERS OF THE 7<sup>th</sup> AVENUE CORRIDOR CRA

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### A. CREATION:

Upon a Finding of Necessity, and subsequent to the adoption of the required resolution and ordinances, the Commission may create the 7<sup>th</sup> Avenue Corridor Community Redevelopment Agency, hereinafter referred to as the 7<sup>th</sup> AVENUE CORRIDOR CRA. Through this process, it shall be determined that there is a need for the 7<sup>th</sup> AVENUE CORRIDOR CRA to carry out community redevelopment as defined by Florida Statutes and set forth in this Plan. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall be a public body corporate public and shall be constituted as a public instrumentality. The composition of the CRA Board of Commissioners shall adhere to the requirements established in Section 163.356, Florida Statutes, and Section 163.357, Florida Statutes. The authority to determine which option regarding Board composition is vested in the Miami-Dade Board of County Commissioners.

### B. SEVERABILITY:

Should any provision, section, subsection, sentence, clause, or phrase of this Plan be declared by the courts to be invalid or unconstitutional such declaration shall not affect the validity of the remaining portion or portions of this Plan.

### C. POWERS

The powers of the Agency shall be in compliance with Chapter 163, Part III, *Florida Statutes*. All powers provided by the governing statute shall be granted to the 7<sup>th</sup> Avenue Corridor CRA unless specifically prohibited by the Interlocal Agreement which shall be negotiated between the Miami-Dade Board of County Commissioners and the CRA.



the 7<sup>th</sup> Avenue Corridor CRA unless specifically prohibited by the Interlocal Agreement which shall be negotiated between the Miami-Dade Board of County Commissioners and the CRA.

**D. INTERLOCAL AGREEMENT**

The Miami-Dade Board of County Commissioners shall assign terms and conditions as it deems appropriate regarding the governance and responsibilities of the CRA through an Interlocal Agreement. This agreement shall be subordinate to Chapter 163, Part III, *Florida Statutes*, and the officially adopted Redevelopment Plan.

The Interlocal Agreement shall be ratified between the Miami-Dade Board of County Commissioners and the CRA Board of Commissioners as they sit in the capacity of a separate and distinct legal entity as per Section 163.357, *Florida Statutes*.

**163.370 Powers; counties and municipalities; community redevelopment agencies.--**

(1) Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part;

(b) To disseminate slum clearance and community redevelopment information;

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which redevelopment may include:

1. Acquisition of a slum area or a blighted area or portion thereof.
2. Demolition and removal of buildings and improvements.
3. Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.
4. Disposition of any property acquired in the community redevelopment area at its fair value for uses in accordance with the community redevelopment plan.
5. Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.
6. Acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.
7. Acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.

8. Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

9. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:

1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.

2. To acquire by purchase, lease, option, gift, grant, bequest, devise, eminent domain, or otherwise any real property (or personal property for its administrative purposes), together with any improvements thereon; except that a community redevelopment agency may not exercise any power of eminent domain unless the exercise has been specifically approved by the governing body of the county or municipality which established the agency.

3. To hold, improve, clear, or prepare for redevelopment any such property.

4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
  5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
  6. To enter into any contracts necessary to effectuate the purposes of this part.
  7. To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.
- (f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.
- (g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.
- (h) Within its area of operation, to make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
3. Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
  - (i) To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.
  - (j) To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
  - (k) To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.
  - (l) To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.
  - (m) To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.
  - (n) Within its area of operation, to organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.

(o) To exercise all or any part or combination of powers herein granted or to elect to have such powers exercised by a community redevelopment agency.

(p) To develop and implement community policing innovations.

(2) The following projects may not be paid for or financed by increment revenues:

(a) Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.

(b) Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects which are not an integral part of or necessary for carrying out the community redevelopment plan if such projects or improvements are normally financed by the governing body with user fees or if such projects or improvements would be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

(3) With the approval of the governing body, a community redevelopment agency may:

(a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area, demolish and remove any structures on the property, and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.

(b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

## SECTION 3

### AUTHORITY TO UNDERTAKE REDEVELOPMENT

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The 7th Avenue Corridor Community Redevelopment Area Redevelopment Plan has been prepared in accordance with the Community Redevelopment Act, Chapter 163, Part III, *Florida Statutes*. The adoption of this Plan, and any subsequent modifications or amendments, shall follow the procedures as required by public hearings and the adoption of the necessary resolutions and ordinances.

In recognition of the need to prevent the spread of and eliminate the existence of slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment Activities." For purposes of 7TH AVENUE CORRIDOR CRA's Plan, the following definitions as provided in Chapter 163, Part III, *Florida Statutes*, shall apply.

"Community redevelopment or redevelopment means undertakings, activities or projects of a county, municipality or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight for the provision of affordable housing, whether for rent or sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan."

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a "Finding of Necessity" resolution by the governing body.

This step was undertaken by the Miami-Dade Board of County Commissioners on March 16, 2004, by the adoption of RESOLUTION # R-293-04 of the 7<sup>th</sup> Avenue Corridor Finding of Necessity prepared by Don DeLaney, SDI, Inc.



## SECTION 4

### **SAFEGUARDS TO ENSURE REDEVELOPMENT ACTIVITIES FOLLOW THE REDEVELOPMENT PLAN**

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The 7<sup>th</sup> AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AREA (7<sup>th</sup> AVENUE CORRIDOR CRA) Board shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency.

The 7<sup>th</sup> AVENUE CORRIDOR CRA Board shall publicly adopt by-laws to govern its activities and to ratify its administrative policies.

The 7<sup>th</sup> AVENUE CORRIDOR CRA shall file an annual report with the State's Auditor General's Office, The Board of County Commissioners, the County Clerk's Office, and the Miami-Dade County Office of Community and Economic Development. This report shall contain a programmatic overview of the activities of the 7<sup>th</sup> AVENUE CORRIDOR CRA as allowed by the Redevelopment Plan.

The 7<sup>th</sup> AVENUE CORRIDOR CRA shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements and declarations of restrictions relative to any real property conveyed shall contain restrictions, covenants, running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Plan.

#### **A. SAFEGUARDS TO ENSURE FINANCIAL ACCOUNTABILITY**

1. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall maintain adequate records to provide for an annual audit which shall be conducted by an independent knowledgeable auditor selected by the County Commission. The findings of the audit shall be presented at a

public meeting of the 7<sup>th</sup> AVENUE CORRIDOR CRA Board and such findings shall be forwarded to the State Auditor General's Office by March 31 of each year for the preceding fiscal year, which shall run from October 1 through September 30.

The annual Audit Report shall be accompanied by the 7<sup>th</sup> AVENUE CORRIDOR CRA's Annual Report and shall be provided to the Board of County Commissioners and the Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Report.

2. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall file all reports necessary to comply with the "Special Districts" requirements of the state of Florida.
3. All 7<sup>th</sup> AVENUE CORRIDOR CRA tax increment financing funds shall be held in a Redevelopment Trust Fund separately from other funds as required by state law.

**B. SAFEGUARDS TO ENSURE PROPER IMPLEMENTATION AND PROJECT/PROGRAM ACCOUNTABILITY**

1. Measurable objectives for each 7<sup>th</sup> AVENUE CORRIDOR CRA program shall be established upon its administrative design and funding approval by the Board. This shall be done on an annual basis at the time the TIF budget is adopted.
2. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall hold an annual informational public workshop to:
  - a) report on the status and progress of programs and projects;

- b) gather input from property owners, citizens and interested parties regarding redevelopment activities; and
- c) discuss strategies relating to local redevelopment issues

**C. SAFEGUARDS THROUGH RETENTION OF CERTAIN POWERS BY THE COUNTY**

**Powers retained by the County shall be provided in the Interlocal Agreement between the Agency and the County.**

**D. PROVIDING FOR A TIME CERTAIN AND SEVERABILITY**

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration, or commitment of up to, but not exceeding, thirty (30) years from the date of adoption by the Board of County Commissioners of Miami-Dade County. The start date for the thirty-year clock shall be the Plan adoption and approval date of the Board of Commissioners.

## SECTION 5

### AFFORDABLE HOUSING POLICY STATEMENT AND RELOCATION POLICY

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#### AFFORDABLE HOUSING

As required by statute, all community redevelopment plans must be in conformance with the comprehensive plans of the governmental entity which creates the agency. With regard to affordable housing policies for the 7<sup>th</sup> Avenue Corridor CRA it is the strategy of this agency to adopt and include applicable goals, objectives and policies of the Housing Element of the Miami-Dade County Comprehensive Development Master Plan (CDMP). It shall be the Agency's goal to assist in the implementation of these goals.

The land use within the 7<sup>th</sup> Avenue Corridor Redevelopment Area is predominantly retail and service. The 1996 *NW 7<sup>th</sup> Avenue Corridor Study, Phase 1, (page 4)* states that approximately 70% of the parcels within the area are retail and service uses, and only 10% residential.

Given the commercial nature of the redevelopment area this Plan does not focus on housing, but shall be subordinate to the Miami-Dade County's affordable housing policies and objectives on the occasions in which they apply. The study area has a total of only 77 housing units. Of those, 19 are single-family and 58 are multi-family units. A chart is provided on the following page. (This data provided by Miami-Dade County Department of Planning and Zoning.)

## **7<sup>th</sup> Avenue Community Redevelopment Area Population and Housing**

	<b>Study Area</b>	<b>Percent</b>
<b>Total Population</b>	<b>198</b>	<b>100%</b>
White, Not Hispanic	18	9.1%
Black, Not Hispanic	124	62.6%
Other, Not Hispanic	7	3.5%
Hispanic Origin	49	24.7%
<b>Number of Housing Units</b>	<b>77</b>	<b>100%</b>
Single-Family Units	19	24.7%
Multi-Family Units	58	75.3%
Mobile Home Units	0	0%

Source: U.S. Census Bureau, Census 2000 Summary File 1 and Summary File 3, Miami-Dade County, Department of Planning and Zoning, 2003.

Note: Single Family is 1-unit, detached, 1-unit attached, 2 units, mobile home and boat, RV, van, etc.

Data by structural type is from SF3-sample data. Thus, the persons in households figure here is slightly different from the persons in households figure found in Summary File 1.

### **STRATEGY**

This Element addresses needs that must be met primarily by the private sector. The primary impetus for the creation of a CRA in this area is to re-energize the faltering commercial district and create jobs, reduce crime, improve the appearance of the area and the quality of life for those who live in and around the area. Residential Reinvestment Programs are included in this Plan as one of the redevelopment tools provided under Section 163, Part III, Florida Statutes,

and can be used to improve the limited amount of residential property as deemed appropriate.

Most Elements of the CDMP address development programs that are primarily public sector responsibilities – the street and highway system, mass transit, parks, playgrounds, water, waste disposal, and other utilities and capital improvements which are the responsibility of Miami-Dade County and other local governments. Housing is different. Local governments today build little or no new housing. Instead they provide plans, programs, and development regulations (zoning, building codes, etc.) to guide the private sector in the development of new housing, and maintain fair housing ordinances and housing and health codes which set minimum standards.

**The following text is taken directly from the Miami Dade County Comprehensive Development Master Plan:**

### **OBJECTIVE 3**

*Assist the private sector in providing affordable housing products in sufficient numbers throughout the County by the year 2015, (approximately 272,000 units), keeping in mind the housing needs of existing and future residents as well as making an appropriate percentage (about 49 percent) of new affordable housing available to very low, low and moderate income residents.*

### **Policies**

*3A) Provide additional administrative incentives for new developments to ensure the inclusion of a wide spectrum of housing options, particularly for very low, low and moderate income households.*

*3D) Continue to develop programs such as the Documentary Stamp Surtax Program and the Housing Finance Authority Savings Bank that reduce financing costs.*

**OBJECTIVE 4**

Develop ways to communicate accurate information about public and private affordable housing development, especially very low, low and moderate-income housing, throughout the County.

4B) Solicit participation from the community at large in developing design guidelines for affordable housing, perhaps through design charrettes with local architects and potentially affected neighbors and/or community associations.

**GOAL II**

Identify and provide more affordable housing opportunities from within the existing housing stock and ensure its efficient use through rehabilitation, infill development, and adaptive conversion of non-residential structures to housing use throughout Dade County.

**OBJECTIVE 6**

Increase, by at least 5 percentage points, affordable housing opportunities from within the existing housing stock and improved sites, and within reasonable proximity to places of employment, mass transit and necessary public services for very low, low and moderate income residents in existing improved urbanized areas.

**Policies**

6A) Utilize existing planning and programming mechanisms to ensure that new residential development occurs only if it is coordinated with plans for the provision of an adequate level of services and facilities.

6B) Continue to use incentives, including Federal Enterprise Community and State enterprise zone designations, to attract industries to locate in or near infrastructure-ready infill sites in very low, low and moderate income residential areas and to employ residents of these areas.

6C) Continue reviewing the processes for granting variances and guiding demolitions which may contribute to the loss of the County's existing housing stock in urbanized areas.

### GOAL III

All variations of affordable housing products in Dade County should be provided through the most economically feasible alternatives.

### OBJECTIVE 7

Encourage more use of housing design and development alternatives that are aesthetically pleasing, encourage energy efficiency and enhance the overall health, safety and general welfare of County residents.

### Policies

7A) Continue supporting development of new and innovative economically feasible construction techniques, materials and manufacturing methods that maintain or improve housing structural quality.

7B) Continue to utilize appropriate development review procedures to protect new residential developments in the County from potentially adverse environmental impact and provide and implement programs that reduce or eliminate adverse environmental impact on existing residential developments in the county.

7C) Promote programs designed to enhance neighborhood safety in order to help prevent possible deterioration by crime.

In addition to the above stated policies, this Redevelopment Plan shall further adopt objectives which coincide with those of the CDMP's Land Use Element and shall guide the implementation of the redevelopment activities of the 7th Avenue Corridor CRA.

These objectives are as follows:

### OBJECTIVE 7

By 2003, Miami-Dade County shall require all new development and redevelopment in existing and planned transit corridors to be planned and designed to promote pedestrian and transit use.

### Policies



7A) Through its various planning, regulatory and development activities, Miami-Dade County shall encourage development of a wide variety of residential and non-residential land uses and activities in nodes around rapid transit stations to produce short trips, minimize transfers, attract transit ridership, and promote travel patterns on the transit line that are balanced directionally and temporally to promote transit operational and financial efficiencies. Land uses that may be approved around transit stations shall include housing, shopping and offices in moderate to high densities and intensities, complemented by compatible entertainment, cultural uses and human services in varying mixes. The particular uses that are approved in a given station area should, a) respect the character of the nearby community, b) strive to serve the needs of the community for housing and services, and, c) promote a balance in the range of existing and planned land uses along the subject transit line. Rapid transit station sites and their vicinity shall be developed as "urban centers" as provided in this plan element under the heading Urban Centers.

7B) It is the policy of Miami-Dade County that both the County and its municipalities shall accommodate new development and redevelopment around transit stations that is well designed, conducive to both pedestrian and transit use, and architecturally attractive. In recognition that many transit riders begin and end their trips as pedestrians, pedestrian accommodations shall include, as appropriate, continuous sidewalks to the transit stations, small blocks and closely intersecting streets, buildings oriented to the street or other pedestrian paths, parking lots predominantly to the rear and sides of buildings, primarily building entrances as close to the street or transit stop as to the parking lot, shade trees, awnings, and other weather protection for pedestrians.

7C) On all streets served by Metrobus and all arterial or collector streets designated in the Mass Transit Subelement as year 2005 or 2015 potential service areas,

- i) New non-residential buildings and substantial alterations of existing non-residential buildings, and residential buildings wherever practical, shall provide at least one full-time building entrance that is recognizable and accessible from the street and is comparably as close to the street and/or bus stop as it is to the primary parking lot; and

- ii) New residential and non-residential developments, subdivisions and replats shall provide for buildings that front the transit street, or provide streets or pedestrian connections that intersect with the transit street in close proximity to bus stops not more than 700 feet apart and, as appropriate, shall provide for new bus stops and/or pullouts.

7D) Redevelopment of property within one-half mile of existing or planned mass transit stations and bus routes shall not cause an increase in walking distances from nearby areas to the transit services and shall, wherever practical, be done in a manner that reduces walking distances and is comfortable and attractive to pedestrians.

### **OBJECTIVE 8**

Miami Dade County shall maintain a process for periodic amendment to the Land Use Plan map, consistent with the adopted Goals, Objectives and Policies of this Plan, which will provide that the Land Use Plan Map accommodates projected countywide growth.

### **Policies**

8A) Miami-Dade County shall strive to accommodate residential development in suitable locations and densities which reflect such factors as recent trends in location and design of residential units; projected availability of services and infrastructure capacity; proximity and accessibility to employment, commercial and cultural centers; character of existing adjacent or surrounding neighborhoods; avoidance of natural resource degradation; maintenance of quality of life and creation of amenities. Density patterns should reflect the Guidelines for Urban Form contained in this Element.

8B) Distribution of neighborhood or community-serving retail sales uses and personal and professional offices throughout the urban area shall reflect the spatial distribution of the residential population, among other salient social, economic and physical considerations.

### **OBJECTIVE 9**

Miami-Dade County shall continue to maintain, update and enhance the Code of Miami-Dade County, administrative regulations and procedures, and special area planning program to ensure that future land use and development in Miami-Dade County is

consistent with the CDMP, and to promote better planned neighborhoods and communities and well designed buildings.

9F) Miami-Dade County shall formulate and adopt zoning overlay or other regulations to implement the policies for development and design of Metropolitan and Community Urban Centers established in the CDMP. These regulations should be formulated and adopted no later than 1997.

9G) Miami-Dade County shall review and revise its development regulations to promote building designs in multi-family residential zoning districts which are more compatible with, and sensitive to, surrounding neighborhoods, and to establish minimum densities for development in multifamily residential zoning districts.

9L) By 1998, Miami-Dade County shall update and enhance its land development regulations and area planning program to facilitate development of better planned neighborhoods and communities, and well designed buildings, and shall encourage and assist municipalities to do the same.

9N) By 1997, Miami-Dade County shall endeavor to initiate review and revision of its Zoning Code and Subdivision Regulations to facilitate the development of better planned communities and better designed buildings. Changes to be considered shall include provisions for:

- i) Open space in the form of squares, plazas, or green areas in residential and commercial zoning categories;
- ii) Diversity of uses in or adjacent to residential districts, including neighborhood designs that have a mixture of retail, residential, office, institutional and service business uses in close proximity;
- iii) Diversity of housing and construction types;
- iv) Parking requirements for all zoning districts to allow and retain on-street paths to boulevards that serve both neighborhood and areawide vehicular and pedestrian trip making needs by addressing cross sections, corner radii, connectivity and rationality of street and pathway networks, and balanced accommodation of automobiles, pedestrians, bicycles, and landscaping.

## **RELOCATION POLICY**

As supported by Section 7 (Primary Redevelopment Project and Redevelopment Programs), and Section 13 (Land Acquisition), the 7th Avenue Corridor CRA does not intend to acquire any properties which are residential in use in order to change the use of these properties. There shall be no redevelopment activity initiated by this agency which shall cause relocation of any resident as stated in multiple sections of this plan.

In the event that there are any unanticipated relocation activities undertaken by this Agency it shall be the policy as stated in this Plan that the relocation commitments made by Miami-Dade County that are in place at the time of any future redevelopment activity shall be adhered to by this Agency. If the Agency chooses to utilize a policy that differs from the Miami-Dade County policy in effect at the time a relocation initiative occurs, it shall be required to amend this Plan as prescribed in Section 11 (Plan Amendment Process).

## SECTION 6

### 7<sup>th</sup> AVENUE CORRIDOR CRA GOALS

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#### MIAMI-DADE COUNTY 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AREA (7TH AVENUE CORRIDOR CRA) GOALS

The 7<sup>th</sup> AVENUE CORRIDOR CRA's community redevelopment goals represent the community's desired standards and guidelines and are intended to provide a basis for decision-making by the 7<sup>th</sup> AVENUE CORRIDOR CRA Board as well as state the general direction for redevelopment action. The goals provide guidance for the establishment of public policy, design of redevelopment programs, appropriation of redevelopment funds, and the establishment of Agency priorities. The general redevelopment goals of the 7<sup>th</sup> AVENUE CORRIDOR CRA are as follows:

1. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall strive to implement programs that increase the ad valorem value of non-residential property.
2. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall actively pursue the purchase and/or redevelopment of vacant, abandoned, or economically under-performing properties in the redevelopment area as a priority.
3. The County and all of its departments shall work together with the 7<sup>th</sup> AVENUE CORRIDOR CRA towards the shared

- goal of improving the quality of life for all citizens, businesses and property owners in the redevelopment area.
4. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall work with the private sector, financial institutions and interested investors to the fullest extent it deems reasonable to facilitate the maximum investment of private funds in the redevelopment area.
  5. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall work and communicate with all interested community groups towards the successful realization of all redevelopment goals and the successful implementation of all redevelopment programs.
  6. The 7<sup>th</sup> AVENUE CORRIDOR CRA Redevelopment Plan shall serve as the primary vehicle and provide the primary tools for the County's redevelopment efforts within the 7<sup>th</sup> AVENUE CORRIDOR CRA area.
  7. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall comply with the goals, objectives and guidelines that are established by the County's development review boards for all development and redevelopment activities it supports or initiates.
  8. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall work towards leveraging the maximum amount of non-tax increment financing resources possible to assist in the redevelopment of its assigned area.
  9. The 7<sup>th</sup> AVENUE CORRIDOR CRA will actively "partner" with both public and private sector entities towards the achievement of its redevelopment goals and to gain the maximum leveraging of assets and cooperation.
  10. The 7<sup>th</sup> AVENUE CORRIDOR CRA, in cooperation with local residents, businesses and property owners and

- development interests, shall seek to identify and rehabilitate significant historical and cultural elements of the community.
11. Where appropriate, the 7<sup>th</sup> AVENUE CORRIDOR CRA shall encourage and facilitate an integrated system of pedestrian circulation, landscaping and streetscape improvements in the redevelopment area with special emphasis on providing citizens with easy and safe access to commercial activities.
  12. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall support and participate in the provision of an efficient parking system throughout the redevelopment area.
  13. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall actively participate in environmental clean-up activities that it considers to be in the best interest of the community and where environmental problems are an obstacle to successful redevelopment.
  14. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall provide a priority to local builders, contractors, material providers and financial and real estate entities for their participation in all redevelopment programs to the extent it deems legal and in the public interest.
  15. The 7<sup>th</sup> AVENUE CORRIDOR CRA, in cooperation with the Miami-Dade County Police Department, Fire Department and Code Enforcement, shall work to create a safe, quality environment for residents and businesses.
  16. The 7<sup>th</sup> AVENUE CORRIDOR CRA shall implement programs that assist in removing the financial obstacles that may occur and prevent otherwise successful redevelopment projects and activities.
  17. The 7<sup>th</sup> AVENUE CORRIDOR CRA will work in concert with the goals of the Miami-Dade County Comprehensive

Development Master Plan, and the County of Miami-Dade County Comprehensive Plan, in addition to those established by Chapter 163, Part III, *Florida Statutes*, as they relate to the adopted 7<sup>th</sup> Avenue Corridor Community Redevelopment Plan.



## SECTION 7

### THE REDEVELOPMENT PROJECT, PROGRAMS AND IMPLEMENTATION STRATEGIES

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#### THE PRIMARY REDEVELOPMENT PROJECT

For more than half a century, the NW 7<sup>th</sup> Avenue Corridor has been the site of successful automobile dealerships. Generations of Miami-Dade County citizens have traditionally come to the area to purchase, service, or just view the new cars that arrived each year. Many current residents of Miami-Dade County have either accompanied a friend or family member to a dealership on NW 7<sup>th</sup> Avenue, or shopped there for a car for themselves. The historical significance of this site underscores the vital need to rescue it from its current decline due to the faltering of its retail auto businesses. As the primary focus of the redevelopment strategy offered in this Plan, the CRA shall undertake a major initiative to revitalize this area by embracing and enhancing the auto retail business sector which is presently leading the area's decline.

The proximity of the 7<sup>th</sup> Avenue Corridor as directly adjacent to multiple convenient exits from I-95 is an irreplaceable advantage. In addition, the I-95 Corridor captures the view of hundreds of thousands of motorists each day that will pass by a revitalized auto retail development. A well-designed, visually attractive Auto Mall located in the proximity of 79<sup>th</sup> Street to 95<sup>th</sup> Street along NW 7<sup>th</sup> Avenue would be the economic catalyst to provide resurgence in job creation, ad valorem revenues, and community pride.

The focus of this redevelopment initiative will be to utilize the powers and funding sources possessed by a Community Redevelopment Agency to acquire the properties that would make up a 25 to 30-acre developable site. The Auto Mall will most likely be comprised of six individual dealerships with a combined aggregate size of approximately 165,000 square feet. The site shall be offered to private sector developers who possess a high and unique level of success and experience in the auto retail economy. A step-by-step implementation strategy is presented in Section 8 of this Plan.

It is estimated that the public funding in the redevelopment of this site to create the Primary Redevelopment Project will be approximately \$20,000,000. A detailed breakdown of these expenditures is presented in Section 9 of this Plan.

A successful Auto Mall is estimated to generate over 400 non-exportable, high-paying jobs with an average salary of \$49,000 per year. A detailed breakdown delineating each job by type, number, and approximate pay scale is included in this section. The anticipated annual payroll from these jobs is approximately \$20,208,750 per year. In addition, a successful Auto Mall of the size projected for the Primary Redevelopment Project will contribute approximately \$60,000,000 to the ad valorem tax roll on an annual basis.

The tax increment revenue generated from the success of the Primary Redevelopment Project will be leveraged according to market conditions to create a capital pool to fund the \$20,000,000 required to implement this Plan. The CRA must also avail itself of innovative strategies to secure additional capital to fully fund the project. This presents a sophisticated financial challenge, and it is likely that the capital will be secured in separate appropriations.

At the time this strategy was conceived the economy could be characterized as possessing fairly fluid capital opportunities with interest rates that approach the lowest the United States has experienced in over 40 years. As this Plan is being presented in May 2004, the Federal Reserve Board has expressed the likelihood of a "patient but probable" rise in Federal Reserve rates within the next 9 to 12 months. Therefore, it is imperative that the existing momentum created by the undertaking of this Redevelopment Plan coupled by its supporting Tax-Increment Mechanism be maintained. In order to increase the likelihood of a successful Primary Redevelopment Project, the Miami-Dade Board of County Commissioners should take steps to ensure that the implementation strategy in Section 8 is accomplished in a timely manner.

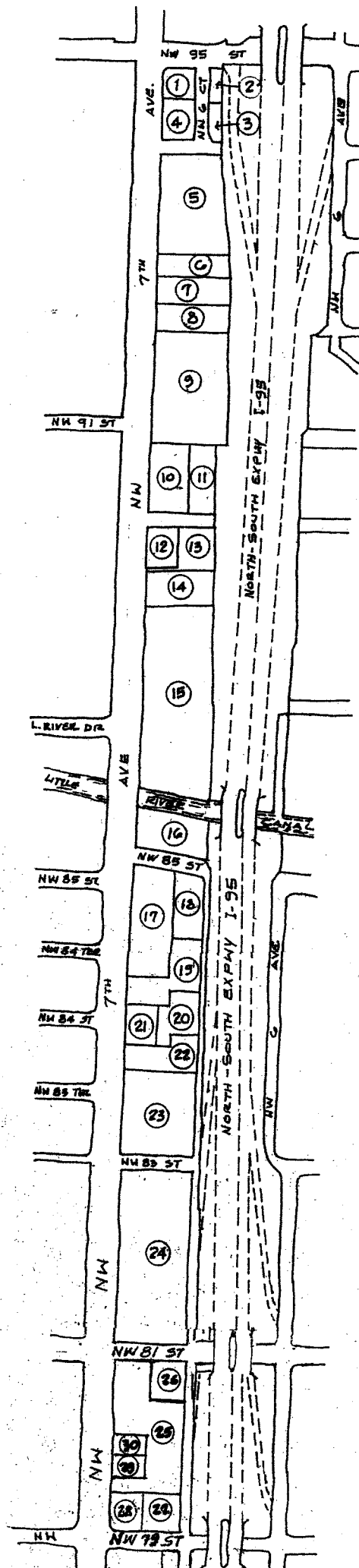
The completion of the Primary Redevelopment Project alone would make a major positive impact upon the redevelopment area and the nearby community. Perhaps more importantly, its success would serve as a catalyst to allow for implementation of the Phase II strategies as well as provide financial strength, credibility, and momentum to continue the effort throughout the redevelopment area.

## **PROPOSED SITE FOR THE PRIMARY REDEVELOPMENT PROJECT**

The map on the following page depicts the borders that are proposed for the Primary Redevelopment Project. Within these boundaries are approximately 30 individual properties. Each property is represented by a detailed property appraiser's folio information sheet that is included in Section 9 of this Plan. The approximate acreage of the site that will be assembled is between 25 and 30 acres. The exact properties that will be acquired will be subject to approval of the CRA Board and County Commission, and will be contingent upon the terms and conditions of a negotiated development agreement that will be ratified between the CRA Board and the selected private development entity.

All development, building, and planning permits that are required to receive County and other governmental approvals will be addressed as the project is further defined. All local development regulations and CDMP requirements will be complied with appropriately.

SEE ATTACHED MAP ON THE FOLLOWING PAGE

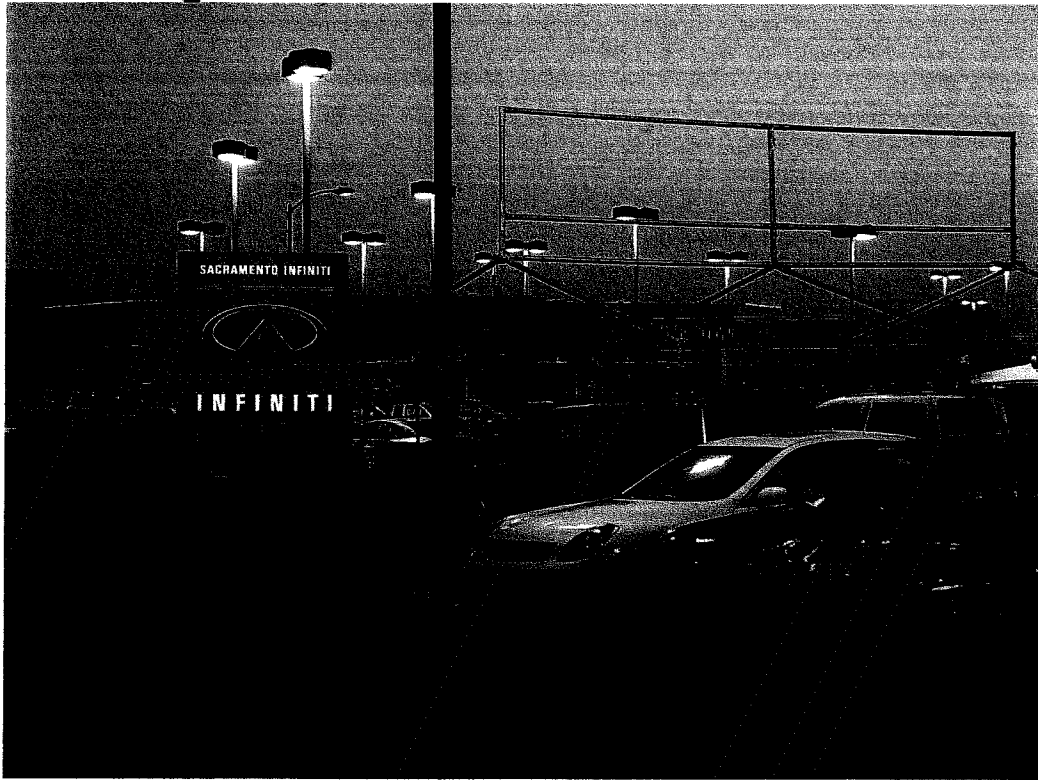


## Photo Essays of Similar Projects

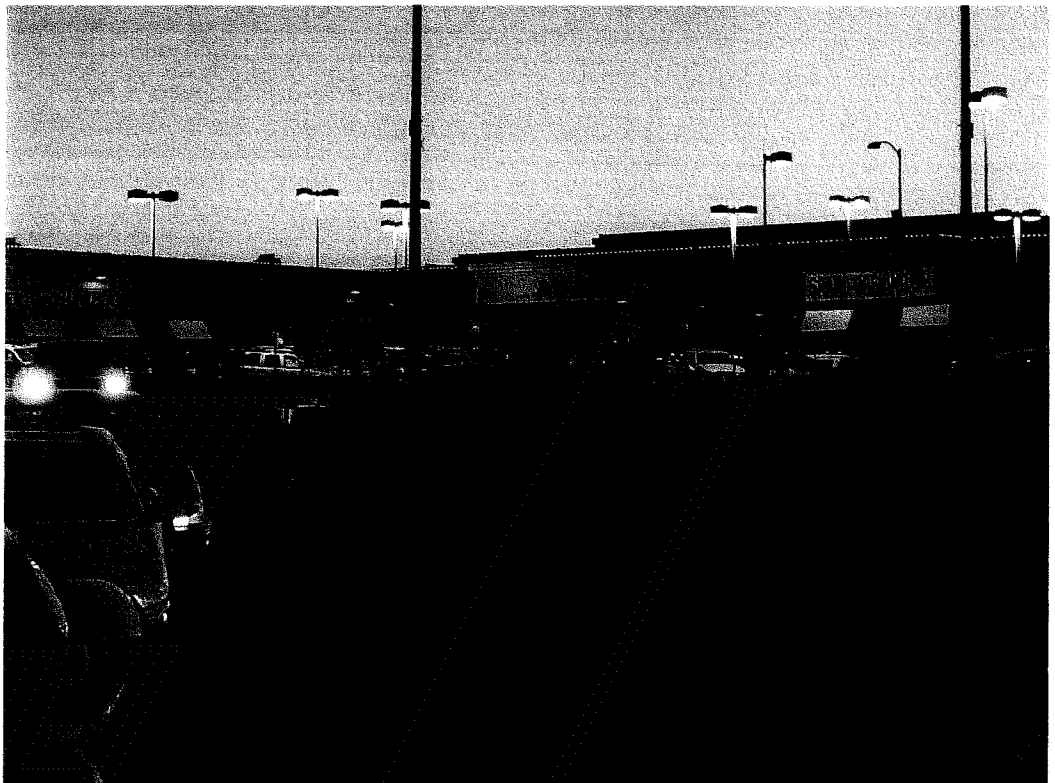
In order to gain a better appreciation for the size, scale, design, and building relations of comparable projects a photo essay was conducted in mid-April. The two sites chosen have been recently redeveloped and have many similar characteristics to this Plan's Primary Redevelopment Project. They are located in Roseville, California, and Scottsdale, Arizona. The attached photo essays focus on:

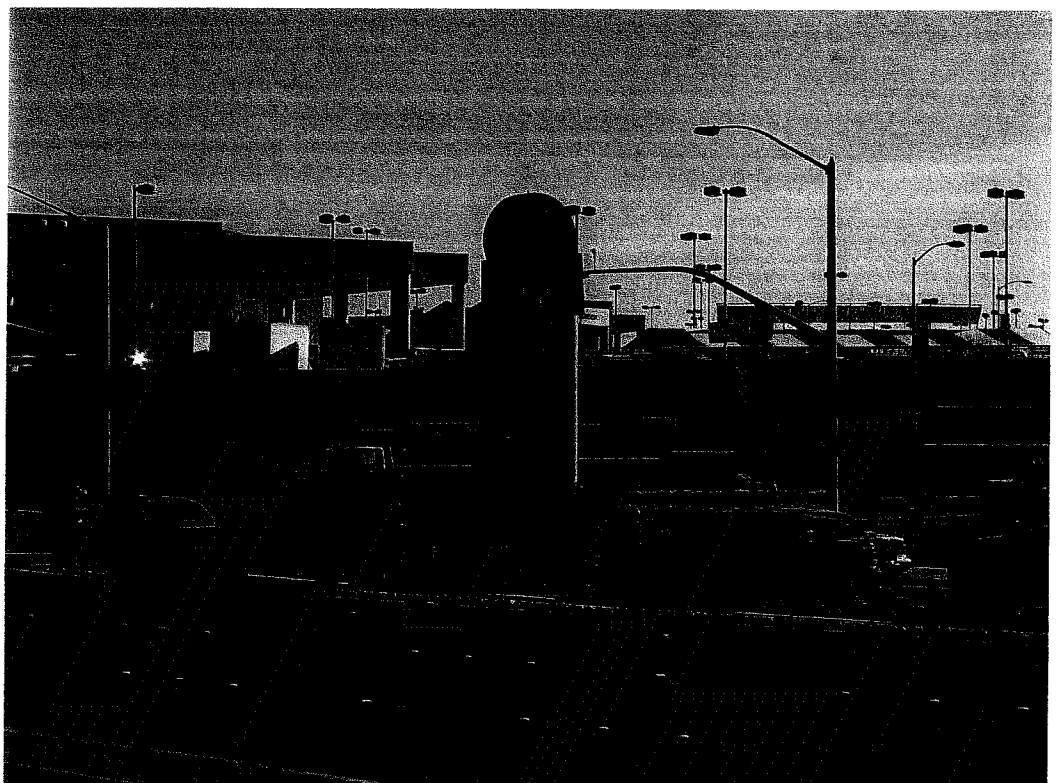
- Signage;
- Lighting;
- Parking;
- Landscaping;
- Integration of pedestrian walkways;
- Visual relation to streets;
- Building character;
- Customer amenities such as food courts, museums, lounges, and internet café;
- Visual icons such as the Scottsdale off-road display;
- The use of landscape buffers to improve the visual aesthetics of elevated parking structures.

# **AUTO MALL ROSEVILLE, CALIFORNIA**

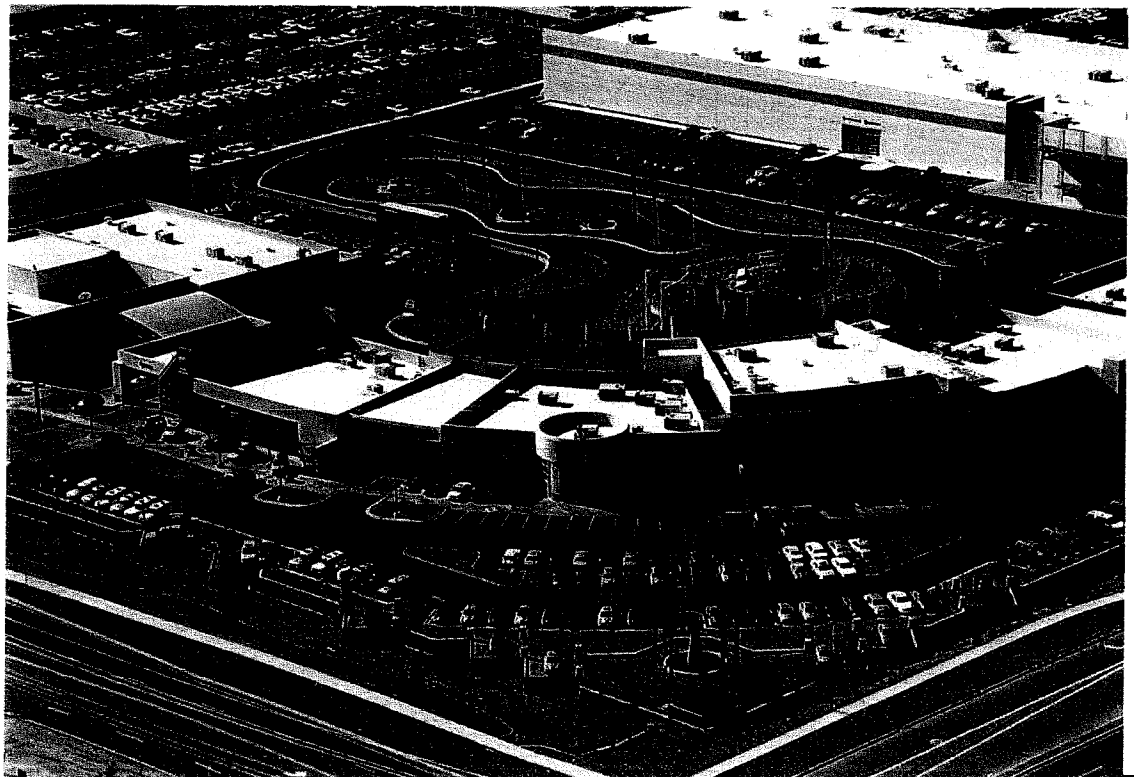




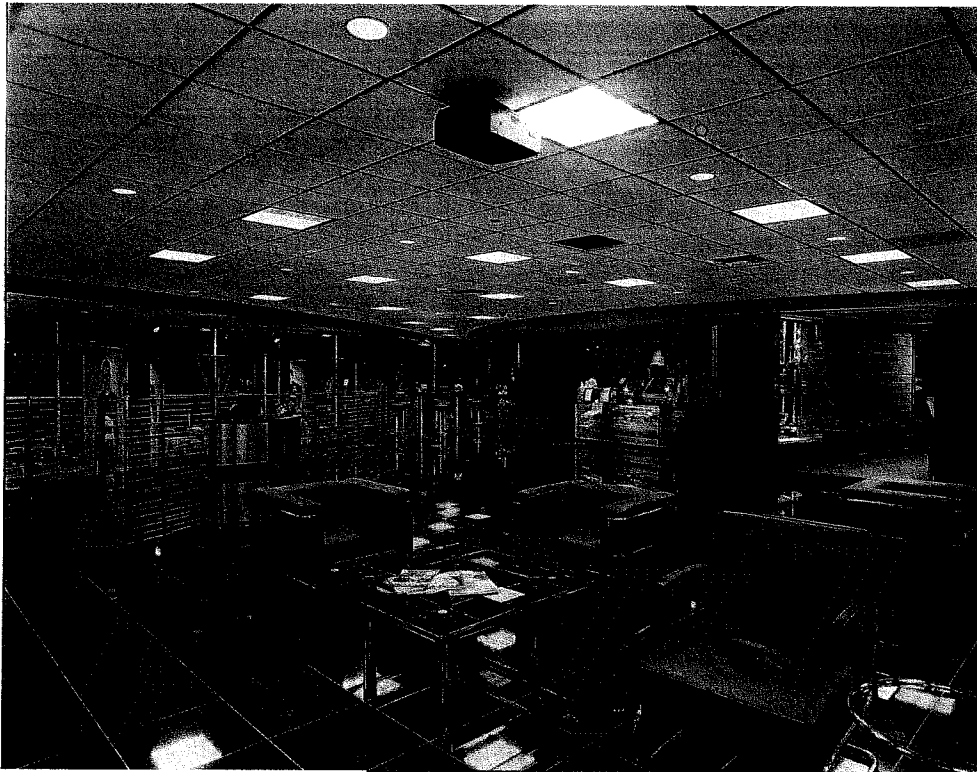




# **AUTO MALL SCOTTSDALE, ARIZONA**



22







## Job Generation

It is projected that six automobile dealerships can be included within the Primary Redevelopment site. These dealerships would average 25,000-30,000 square feet in size and include job opportunities for the following categories:

- ☐ General Manager
- ☐ Controller
- ☐ Accountants
- ☐ Vehicle Clerks
- ☐ Inventory Specialists
- ☐ Lot Porters
- ☐ Administrative Assistants
- ☐ Customer Satisfaction Representatives
- ☐ Operator/Receptionist
- ☐ Miscellaneous Administrative Staff
- ☐ Service Managers
- ☐ Service Advisers
- ☐ Cash/Warranty Secretary
- ☐ Service Porters
- ☐ Technicians
- ☐ Parts Managers
- ☐ Parts Counter Staff
- ☐ Parts Drivers
- ☐ General Sales Managers
- ☐ Sales Manager



- ☐ Used Car Manager
- ☐ Finance Staff
- ☐ Sales People

Based upon industry standards and research conducted utilizing auto industry professional association data it is projected that the six dealerships' staffing needs would equate to the creation of approximately 414 new jobs. Research was also completed regarding auto industry pay ranges in the southeast region for the various positions given the volume expected of the respective dealerships. The average wages for these 414 new positions approaches \$49,000 per year. These are non-exportable jobs, which makes them highly valued within current economic conditions. A majority of these jobs will be opportunities for individuals who have earned a high school diploma.

The attached matrix presents in detail the type of position, the number of jobs, and the expected pay scale broken down by dealership. A summary is presented in the far-right column of the table entitled "MIAMI-DADE PRIMARY REDEVELOPMENT PROJECT-STAFFING SUMMARY."

**MIAMI-DADE PRIMARY REDEVELOPMENT PROJECT - STAFFING SUMMARY**

FRANCHISE NEW UNITS/MONTH USED UNITS/MONTH	Dealership 1 175 new units/month 150 used units/month	Dealership 2 60 new units/month 40 used units/month	Dealership 3 80 new units/month 40 used units/month	Dealership 4 70 used units/month	Dealership 5 125 new units/month 75 used units/month	Dealership 6 200 new units/month 125 used units/month	ALL DEALERSHIPS 640 new units/month 600 used units/month
PROJECTED REVENUE	\$89,000,000	\$21,000,000	\$39,000,000	\$10,000,000	\$74,000,000	\$93,000,000	\$328,000,000
<b>STAFFING</b>							
General Manager (incl. Bonus)	Employees 1 Total Comp. 350,000	Employees 1 Total Comp. 225,000	Employees 1 Total Comp. 275,000	Employees 1 Total Comp. 125,000	Employees 1 Total Comp. 275,000	Employees 1 Total Comp. 350,000	Employees 6 Total Comp. 1,600,000
OFFICE STAFF							
Controller	1 100,000	1 70,000	1 75,000	1 65,000	1 75,000	1 100,000	6 485,000
Accounting	5 150,000	2 60,000	3 90,000	1 30,000	4 120,000	5 150,000	20 600,000
Vehicle Clerk	2 60,000	1 30,000	1 30,000	1 30,000	2 60,000	2 60,000	9 270,000
Total Office Staff	8 310,000	4 160,000	5 195,000	3 125,000	7 265,000	8 310,000	35 1,365,000
SALES OTHER							
Inventory Specialist	1 40,000		20,000	0	1 40,000	1 40,000	3 140,000
Lot Person/Porter/Wash/Swap	4 80,000	2 45,000	2 45,000	1 25,000	3 67,500	4 90,000	16 382,500
Total Sales Other	5 120,000	2 45,000	2 65,000	1 25,000	4 107,500	5 130,000	18 502,500
OTHER ADMIN							
Admin Assistant	1 40,000	1 40,000	1 40,000	1 40,000	1 40,000	1 40,000	6 240,000
Customer Satisfaction Rep	1 40,000	1 40,000	1 40,000	0	1 40,000	1 40,000	5 200,000
Operator/Reception	2 55,000	2 55,000	2 55,000	2 55,000	2 55,000	2 55,000	12 330,000
Total Other Admin	4 135,000	4 135,000	4 135,000	3 95,000	4 135,000	4 135,000	23 770,000
SERVICE SALARIES							
Service Manager	1 90,000	1 75,000	1 80,000	1 70,000	1 90,000	1 90,000	6 495,000
Service Adviser/Foreman	5 250,000	2 100,000	3 150,000	2 90,000	5 250,000	5 250,000	22 1,090,000
Cash/Wash/Sec	4 120,000	2 60,000	3 82,500	1 30,000	4 120,000	4 120,000	18 532,500
Service Porter	3 75,000	1 25,000	1 25,000	1 25,000	3 75,000	3 75,000	12 300,000
Total Service	13 535,000	7 293,750	8 337,500	5 215,000	13 635,000	13 635,000	59 2,481,250
Technicians	20 900,000	8 360,000	10 450,000	4 180,000	20 900,000	20 900,000	82 3,690,000
PARTS SALARIES							
Parts Manager	1 80,000	1 75,000	1 75,000	1 70,000	1 80,000	1 80,000	6 480,000
Parts Counter/Driver	6 270,000	3 135,000	4 180,000	2 90,000	6 270,000	6 270,000	27 1,215,000
Total Parts	7 350,000	4 210,000	5 255,000	3 160,000	7 350,000	7 350,000	33 1,675,000
SALES MANAGEMENT SALARIES							
General Sales Manager	1 150,000	1 120,000	1 125,000	1 125,000	1 140,000	1 150,000	6 810,000
Team Leader/Sales Manager	4 300,000	1 75,000	2 150,000	2 125,000	3 225,000	4 300,000	16 1,175,000
Used Car Manager	1 85,000	1 75,000	0	1 70,000	1 85,000	1 85,000	5 400,000
Total Sales Mngmt.	6 535,000	3 270,000	3 275,000	4 320,000	5 450,000	6 535,000	27 2,385,000
F&I Manager	5 600,000	2 180,000	2 180,000	2 85,000	5 600,000	5 600,000	21 1,925,000
Finance Staff				4 180,000			
Salespeople	30 1,050,000	9 315,000	11 395,000	7 245,000	18 630,000	30 1,050,000	105 3,675,000
<b>TOTAL AVERAGE WAGES</b>	98 \$ 4,795,000 \$ 48,434	44 \$ 2,173,750 \$ 49,403	61 \$ 2,652,500 \$ 60,049	37 \$ 1,765,000 \$ 47,432	84 \$ 4,137,500 \$ 49,256	99 \$ 4,795,000 \$ 48,434	414 \$ 20,208,750 48,813

## Historical Plan Review

As part of the research involved in preparing a community redevelopment strategy a review was conducted of relevant planning exercises and documents that had been completed prior to the advent of the County's community redevelopment initiative. A key planning document that was researched was the North Central Charrette Area Plan Report 2002, prepared by the Treasure Coast Regional Planning Council.

The focus of the community charrette, which took place in May 2002 and was attended by approximately 100 residents, was to develop conceptual plans and goals for the North Central Miami-Dade area. A portion of this area covers the NW 7<sup>th</sup> Avenue Corridor that is the focus of this Redevelopment Plan.

In order to give credence to the citizens expressed goals, this plan shall include the objectives that relate to the physical area and the type of project that is being proposed.

In reviewing the categories of land use, right-of-way improvements, street improvements, and street furniture, the following citizen objectives were identified and should be recognized as the Primary Redevelopment Project as well as future phases of this plan are designed and implemented. These citizen objectives are listed below:

### Land Use/Zoning

- Buildings should have awnings or arcades over the sidewalk for shade.

## **Right-of-Way Improvements**

- Utilize large, native shade trees ( i.e. live oaks) on both sides of the street, and palm trees in the median.

## **Street Improvements**

- Convert the turning lane into a landscaped median.
- Incorporate landscaping and decorative lighting.
- Remove existing obstructions that disrupt pedestrian flow (cobra head lights, electric poles, etc.

## **Street Furniture**

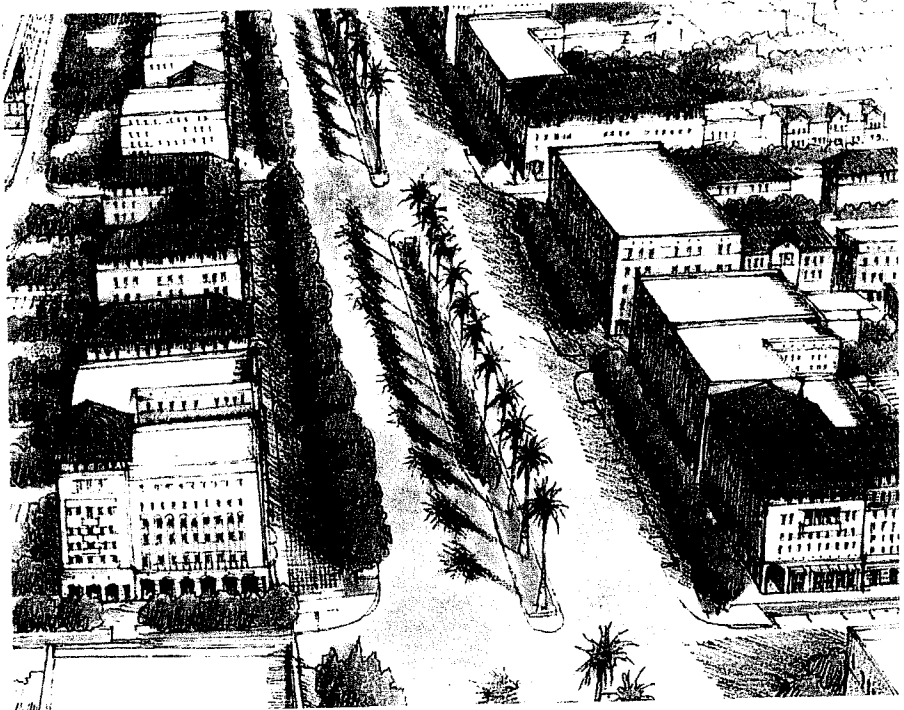
- Add appropriate street furniture and provide dignified transit waiting stations.
- Eliminate cobra-head high-type streetlights.
- Select a more elegant light standard and fixture.
- Maintain consistency of lighting fixtures throughout area.

## **Urban Design Guiding Principles**

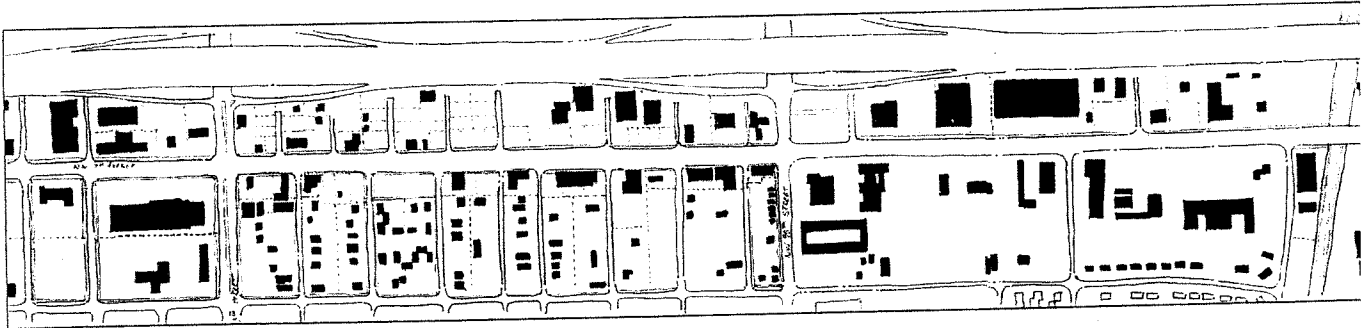
A review of the final County-approved document yielded several urban design renderings that should be considered as guiding principles governing the development and design of the Primary Redevelopment Project as well as other redevelopment undertaken by the CRA during Phase II and beyond.

It is important to note that these urban design principles are conceptual in nature and do not override the requirements for all development to be in compliance with the local development regulations of Miami-Dade County and its CDMP.

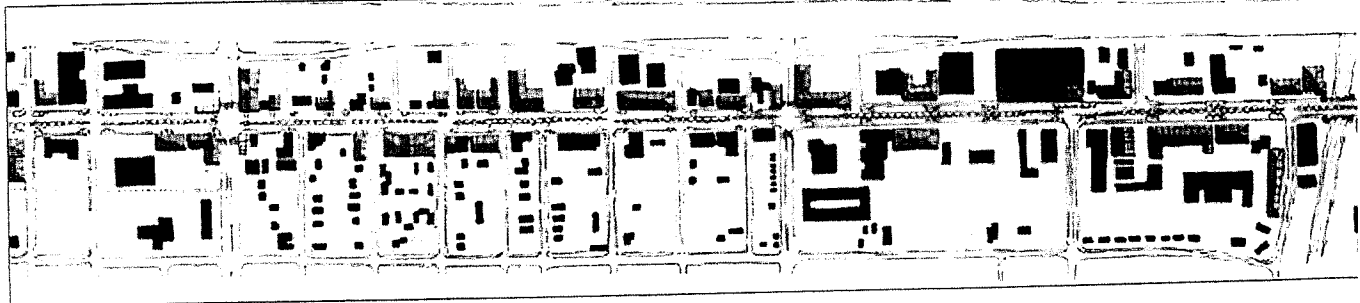
# North Central: "The Heart of Miami-Dade"



Top left: NW 7th Avenue showing existing conditions. Above left: Right of way landscaping improvements and new, urban building types in place of obsolete strip shopping centers. Above right: Aerial view of NW 7th Avenue with showing landscaped median and possible new development.



Above: NW 7th Avenue at NW 95th Street existing conditions. Below: NW 7th Avenue, showing additional development possible without displacing existing building





Existing Condition:

Six lanes of traffic, plus one turning lane, are the center stage of this road. Buildings are set back hundreds of feet. There are no trees to provide shade or protect pedestrians from fast moving cars. Street lights are auto-oriented, and landscaping is non-existent.

This same road, carrying the same number of cars, is only four lanes wide south of NW 79th Street, and north of NW 119th Street. On-street parking is an option along this same Avenue, north of the NCMD area.



TREASURE COAST REGIONAL PLANNING COUNCIL  
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH



*Change Over Time - Phase I*

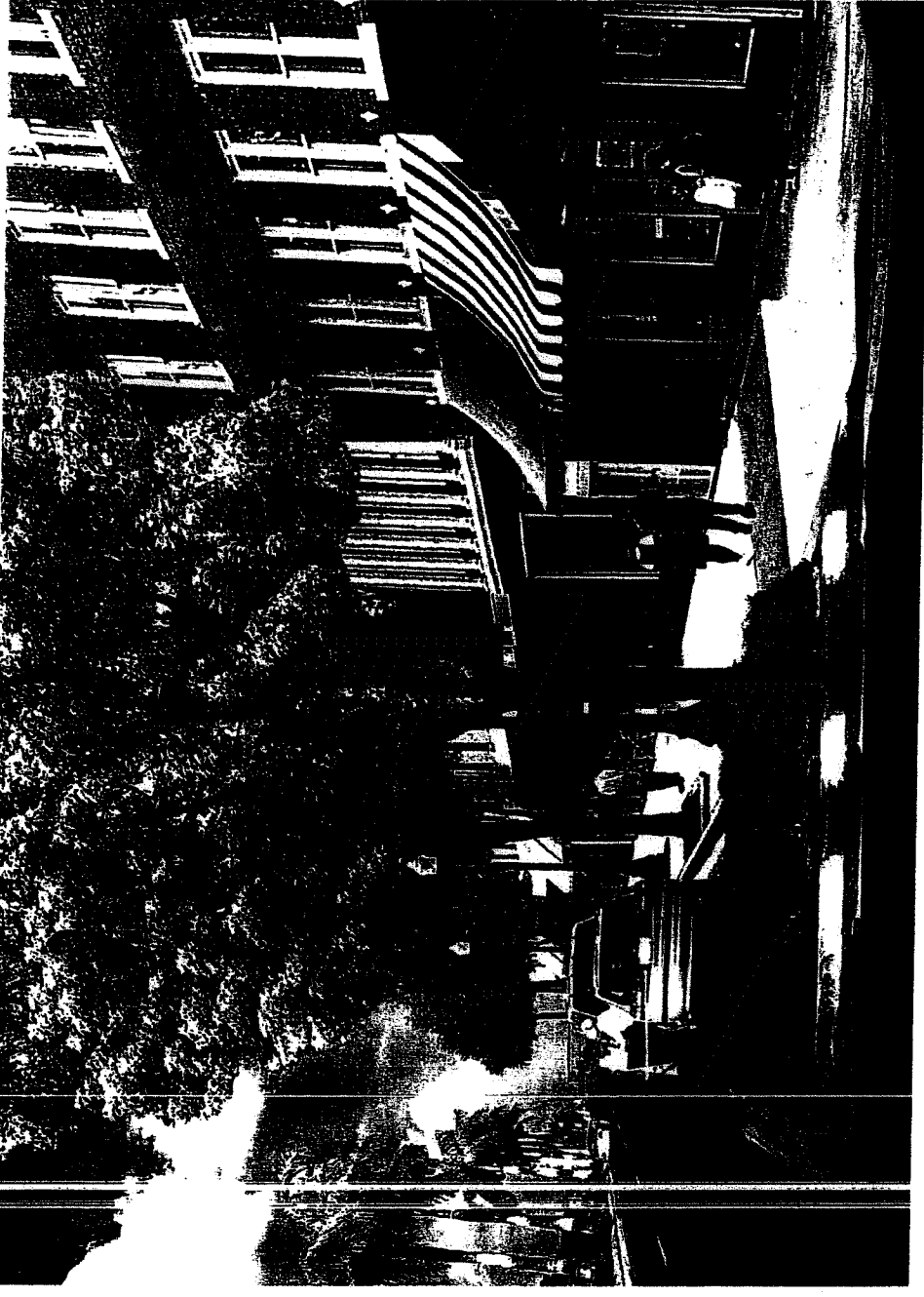
One lane on each direction is converted to on-street parking. Bump-outs are added at every corner to protect parked cars as well as to reduce pedestrian crossing distances. Landscaping and decorative lighting are incorporated.



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MANAGED  
MARTIN BEACH



*Change Over Time - Ultimate Build-Out*

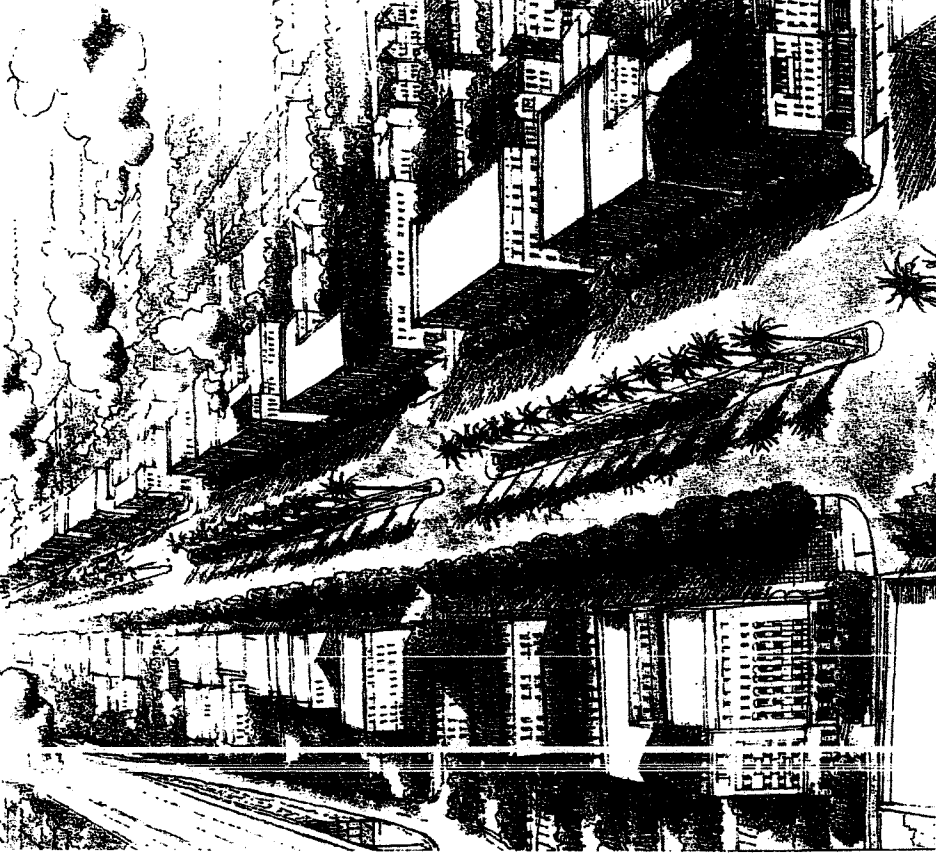
The recent incorporation of sewers along this corridor make it possible to build restaurants and shops on the ground floor of six- to eight-story buildings that line the Avenue.

Upper floors are occupied by a combination of office space and residential units.

Residential densities are increased.







## Proposed Improvements to NW 7th Avenue: The Face of the Community

### Regarding Sidewalks

- Remove the existing obstructions that disrupt pedestrian flow (cobra head lights, electric poles, etc.)
- Add appropriate street furniture and provide dignified transit waiting stations.
- Develop parallel parking lanes on both sides of the avenue.

### Regarding the fronting of buildings

- Buildings should have mixed uses: apartments and offices above the shops.
- Buildings should have awnings or arcades over the sidewalk for shade.

### Regarding Parking

- Parking should be accommodated behind buildings and accessed through an alley.

### Regarding Crosswalks

- Crosswalks should be highlighted with bricks, pavers, concrete bands or simple color in the pavement.

### Regarding the Street

- Maintain four travel lanes, two in each direction.
- Convert the turning lane into a landscaped median.
- Develop parking lanes on both sides of the avenue.

### Regarding Street Lighting

- Eliminate cobra-head high-type streetlights.
- Select a more elegant light standard and fixtures.
- Maintain consistency of lighting fixtures throughout the NCMD area.

### Regarding Landscaping

- Utilize large, native shade trees (i.e. live oaks) on both sides of the street, and palm trees in the median.

### Regarding Calf Seating

- Outdoor dining should be allowed and encouraged.

### Regarding News Stands

- Ideally, there should be one or two news or flower stands at each main intersection staffed by a merchant.





NW 119 Street, like the previously examined commercial corridors, suffers from a lack of pedestrian amenities. The median does not incorporate any landscaping or character, sidewalks are narrow and unbuffered from fast-moving traffic, there is no shade, cobra-head street lamps illuminate only the roadway, and a lack of mixed-use development necessitates travelling longer distances for work and shopping trips.



TREASURE COAST REGIONAL PLANNING COUNCIL  
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NW 119 Street, like the previously examined commercial corridors, suffers from a lack of pedestrian amenities. The median does not incorporate any landscaping or character, sidewalks are narrow and unbuffered from fast-moving traffic, there is no shade, cobra-head street lamps illuminate only the roadway, and a lack of mixed-use development necessitates travelling longer distances for work and shopping trips.



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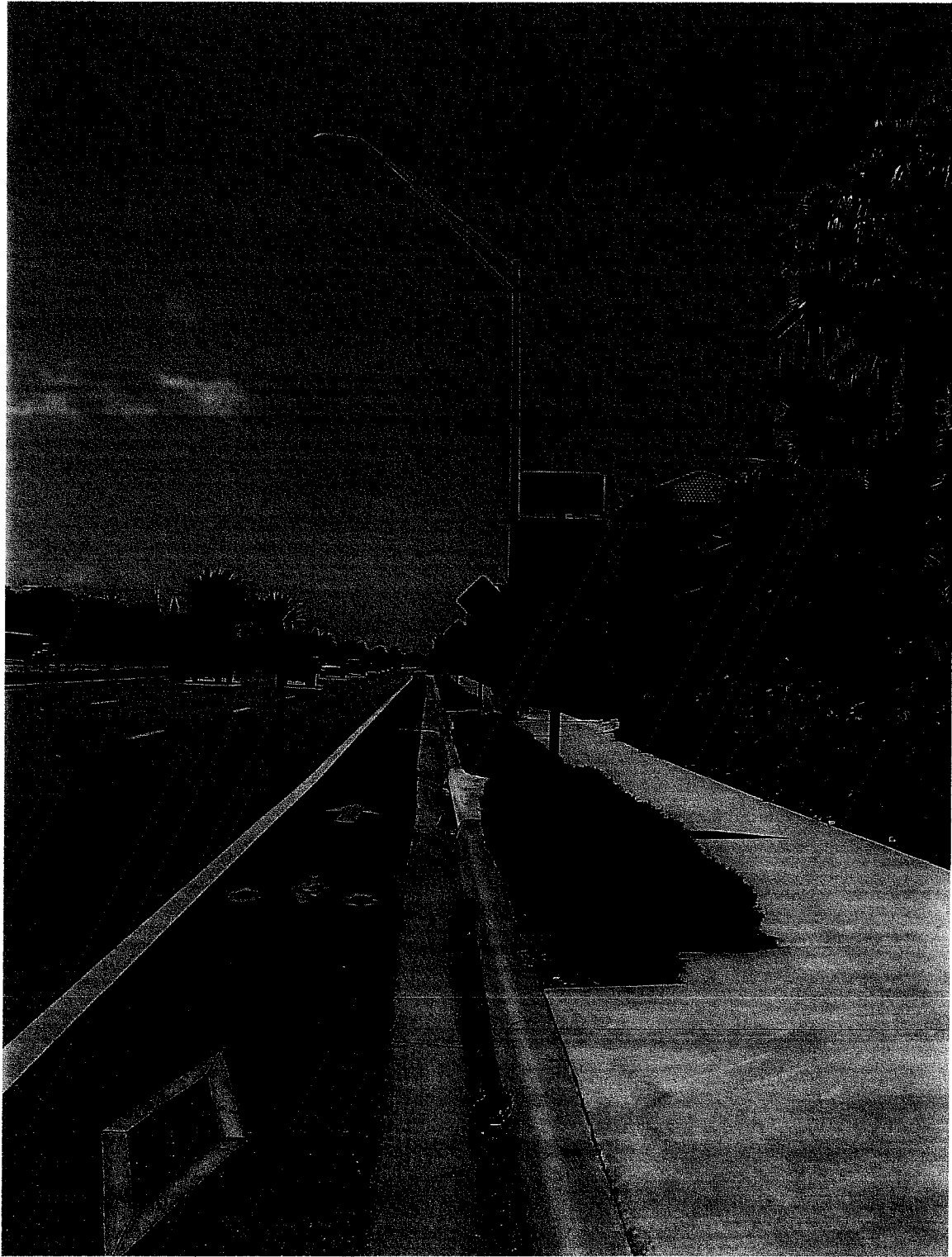


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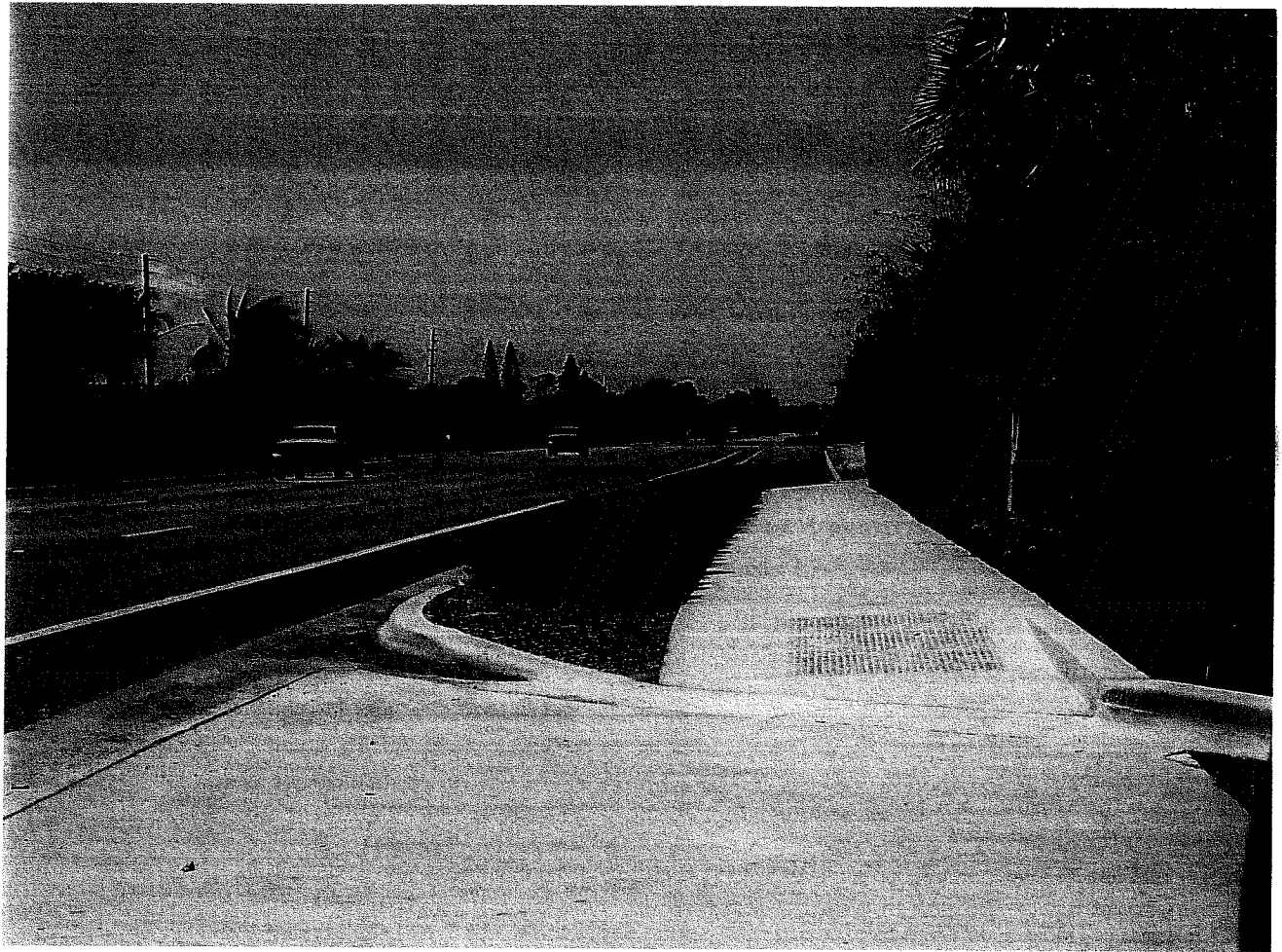
## **Landscape/Streetscape**

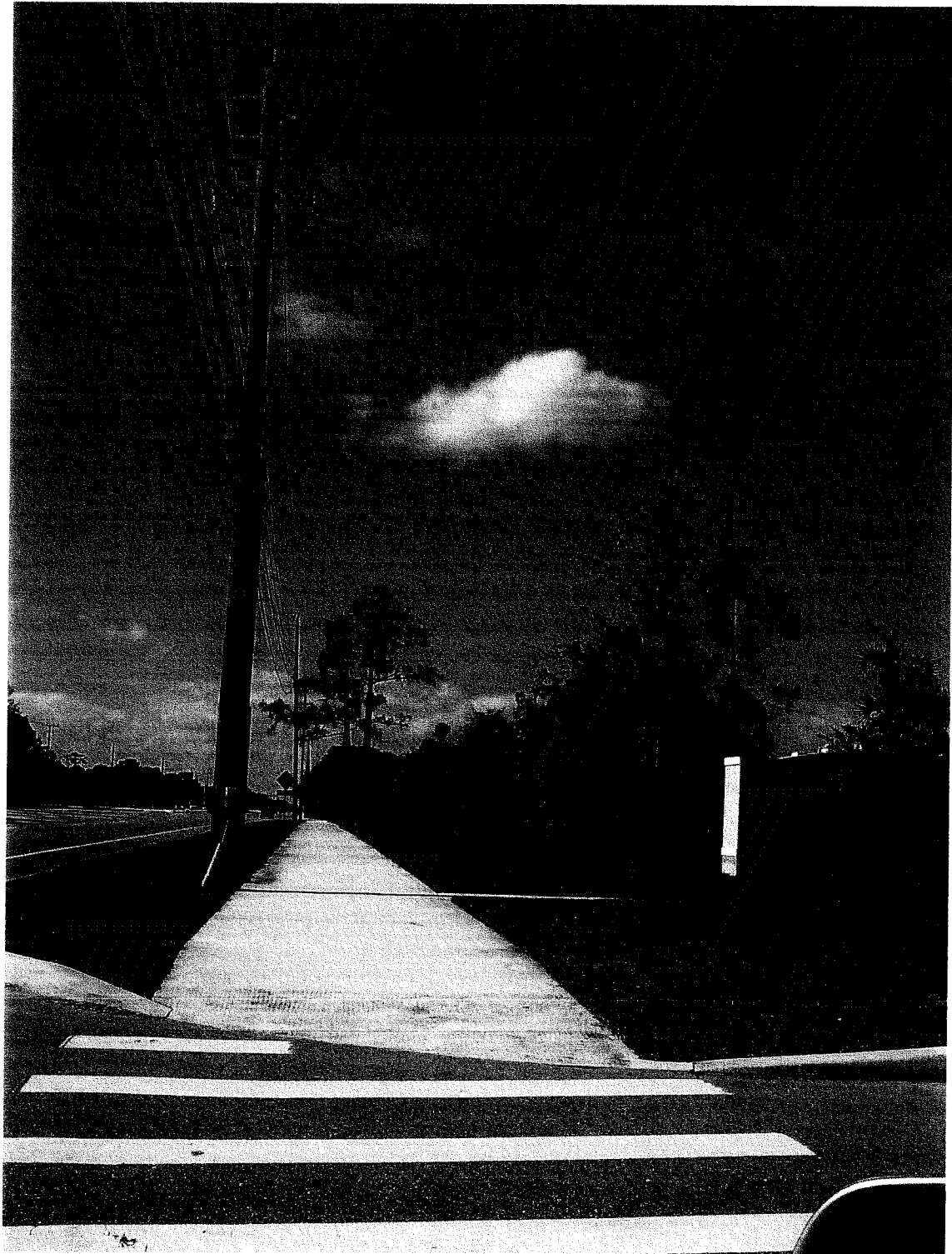
As evidenced in the photo essays conducted at the Auto Mall sites in Roseville, California and Scottsdale, Arizona, it is clear that a landscaping and streetscape program is vital to the aesthetic acceptability of a large project of this nature. In addition, the lighting plan must also be carefully designed to integrate the sales product with pedestrian amenities and security. As part of the Primary Redevelopment Project the CRA will need to undertake design and funding assistance to address these issues. A "build-to" budget appropriation of \$1,000,000 has been identified in Section 9 as part of the public resources necessary to make this project a success.

The relatively narrow road to setback spacing and public easements that are common along NW 7<sup>th</sup> Avenue will require a landscape design plan modeled after other similar roadways. A photo essay was conducted in the Treasure Coast Region of Florida along roadways that had a similar physical scale of NW 7<sup>th</sup> Avenue. These photos show how buffering from traffic along with a visual softening of development can be accomplished utilizing landscaping. This essay includes both center isle and shoulder landscape examples.











## **PROGRAM TOOLS FOR THE PRIMARY REDEVELOPMENT PROJECT**

The following Redevelopment Programs have been created for the 7<sup>th</sup> Avenue Corridor Redevelopment Plan in accordance with Chapter 163, Part III, Florida Statutes. These programs have been identified as tools for implementing the Primary Redevelopment Project (Phase I) of the Redevelopment Plan. All powers provided in Section 2 of this Plan, as well as all programs in the Area-wide Programs element of this section may be used as appropriate in the implementation of the Primary Redevelopment Project.

**LAND ACQUISITION.** The Agency shall identify presently underutilized sites with high redevelopment potential for consideration of acquisition and for packaging of RFPs to stimulate redevelopment interests. This program shall be utilized as a primary tool to allow the CRA to take the lead in executing the redevelopment initiatives in this Plan.

**INFRASTRUCTURE IMPROVEMENTS.** Working with appropriate County departments, the Agency may consider funding to remedy infrastructure deficiencies and projected needs, including utilities, roadways, sidewalks and stormwater management. All infrastructure projects funded by the Agency shall be directly tied to increasing the area's redevelopment potential to generate a higher return of tax increment funds and increase the likelihood of private investment. This program is not designed to replace the County's efforts to secure CDBG and other similar funds but rather to augment them.

**LANDSCAPING/STREETSCAPING PROGRAM.** The Agency shall design and install landscape and streetscape improvements, including landscape materials, lighting, benches and trash receptacles in areas identified by the Board. The first phase of this program shall be improvements tied to major redevelopment housing and mixed-use initiatives.

**UTILIZATION OF CRA FUNDS TO LEVERAGE MAXIMUM EXTERNAL REDEVELOPMENT DOLLARS.** In cooperation with appropriate County Departments, the 7<sup>th</sup> AVENUE CORRIDOR CRA shall seek to utilize tax increment finance revenues to secure both public and private grants. The sources considered should include the traditional government sources as well as special efforts to involve private foundations.

**ADVERTISEMENT AND PROMOTIONS.** The 7<sup>th</sup> AVENUE CORRIDOR CRA may assist in the funding for the creation of marketing collateral and television commercials aimed at increasing business volume in the area. The Agency shall also consider assisting in the funding of special events.

**ENTRANCEWAY MONUMENT SIGNS.** The Agency shall employ design professionals to create entranceway monuments for the community borders that are coterminous with the redevelopment area. The recommendations for the selected monument style shall be made with community input by and will be subject to the required staff and Board reviews and approval. The Agency will assist in funding all aspects of design, building and installation of the monuments after final Board approval.

**SIGNAGE PROGRAM.** The Agency shall encourage business owners to develop innovative and attractive signage by awarding partial funding for such signs. This shall be a Quick Victory program.

**ART IN PUBLIC PLACES.** The Agency may appropriate or secure funds for the purchase and installation of Art in Public Places within the Redevelopment Area. Emphasis shall be placed on local artists and themes.

**ENVIRONMENTAL CLEAN UP.** The 7<sup>th</sup> AVENUE CORRIDOR CRA Board of Commissioners may establish a fund, which may be used to assist in the clean up of environmentally contaminated sites. The Agency will activate this program in the event that a viable and desirable redevelopment project necessitates the reuse of a contaminated site. The degree of the Agency's financial participation will be determined by the Board on a case-by-case basis contingent upon the redevelopment value of the project.

**AIR RIGHTS.** As provided in Section 163, *Florida Statutes*, the Agency shall acquire air rights when necessary for the creation of parking facilities or signage.

**COMMUNITY POLICING.** The 7TH AVENUE CORRIDOR CRA shall have the authority to assist in utilizing community-policing strategies designed to reduce crime within the 7TH AVENUE CORRIDOR CRA area. These strategies may include, but are not limited to:

- ☐ Community Mobilization
- ☐ Neighborhood Block Watch

- ❑ Citizen Patrol
- ❑ Neighborhood Storefront Police Station
- ❑ Motorized Patrol
- ❑ Other Strategies

## PHASE II: ECONOMIC SPIN-OFF PROJECTS

### STRATEGY

The successful implementation of the Primary Redevelopment Project, a large multi-dealer auto mall, will create an environment conducive to new business development. The auto mall, along with the supporting infrastructure improvements, landscape and streetscape, and the new activity in the area will generate new interest for commercial development. The location for auto industry "spin-off" business is most likely to occur directly west across NW 7<sup>th</sup> Avenue from the 30-acre Primary Redevelopment Project, and north and south in nearby proximity. The attached map titled "General Phase II Area" represents locations for business opportunities that may benefit from the redevelopment strategy presented in this Plan. This economic spin-off is referred to as Phase II of the Redevelopment Plan. It is anticipated that auto-related retail will be attracted to this revitalized business environment. Those businesses include but are not limited to the following:

- Auto Air Conditioning
- Auto Body Repair
- Auto Glass
- Auto Paint
- Auto Repair (Engine, transmissions, muffler, etc.)
- Auto Alarm Systems
- Auto Covers and seat covers and upholstery
- Window coating and tinting
- Auto radio and stereo installation and repair
- Auto Parts Stores
- Auto Customizing Shops
- Auto Detailing
- Tire Dealers
- Truck Toppers, Bedliners, Hitches and other accessories
- Oil Change and Basic Service Center

Redevelopment programs identified specifically for Phase II of the Redevelopment Plan are listed below. All powers provided in Section 2 of this Plan, as well as all programs in the Area wide Programs section of this Plan may be used as appropriate in the implementation of Phase II of the 7<sup>th</sup> Avenue Corridor Redevelopment Plan.

**COMMERCIAL/RETAIL BUILDING FAÇADE IMPROVEMENT PROGRAM.**

The goal of this program is to create improvements to existing commercial and retail buildings within the area. Improvements include enhanced rear parking, lighting, security, landscaping, signage, painting, and façade treatments. At the time of implementation, this program will provide matching grants, as determined by the CRA Board, which will allow business operators and property owners to make fixed (permanent) improvements to the front or rear of any commercial or retail structure.

**REHABILITATION OF VACANT COMMERCIAL/RETAIL BUILDINGS.** This program targets underutilized and/or vacant commercial and retail buildings identified by the CRA. This program may be utilized to retrofit or otherwise remodel an existing structure for a more appropriate economic use. This program may also be utilized for vacant commercial or retail buildings identified by the CRA for acquisition to establish a joint-venture, or assist in the recruitment of business occupants to ensure these structures perform to their economic potential.

**JOB CREDITS AS CURRENCY.** The 7<sup>th</sup> AVENUE CORRIDOR CRA will initiate a special program designed to assist 7<sup>th</sup> Avenue Corridor residents who are seeking to become self-sufficient. The Agency will provide rental or loan reduction vouchers for up to one year to any business leasing space in an 7<sup>th</sup>

AVENUE CORRIDOR CRA building in an amount equal to a percentage of the salary paid to a new hire or a resident of the redevelopment area. The percentage awarded and residency requirements shall be determined by the CRA Board.

**LOCAL LABOR AND BUSINESS POOL.** The 7<sup>th</sup> AVENUE CORRIDOR CRA shall compile a listing of eligible and interested businesses which hold an occupational license within the CRA area and perform services or sell goods that may be utilized in the implementation of redevelopment programs. Working with Chambers of Commerce, merchant's associations and economic development groups, a booklet describing redevelopment programs will be created and presented, and qualified businesses will be recruited and encouraged to sign-up for future work opportunities.

**MARKETING RESEARCH.** Working with local Chambers of Commerce, merchants associations and economic development boards, the 7<sup>th</sup> AVENUE CORRIDOR CRA may provide funding and guidance to create a useful and quality marketing/retail mix plan. The goal of this plan is to provide information for business owners indicating what profitable business opportunities exist given the dynamics of the market.

**ADVERTISEMENT AND PROMOTIONS.** The 7<sup>th</sup> AVENUE CORRIDOR CRA may assist in the funding for the creation of marketing collateral and television commercials aimed at increasing business volume in the area. The Agency shall also consider assisting in the funding of special events.

**BUSINESS AND REDEVELOPER RECRUITMENT.** In cooperation with the Beacon Council, the local Chamber of Commerce, and other appropriate entities, the Agency shall take steps to actively recruit quality businesses, investors and redevelopers to the Community Redevelopment Area.

**COALITION OF FINANCIAL INSTITUTIONS.** The 7<sup>th</sup> AVENUE CORRIDOR CRA shall recruit the involvement of interested local financial institutions to participate in any and all redevelopment programs, ranging from business loans and residential rehabilitation to subsidized mortgages and loan guarantees.

**SIGNAGE PROGRAM.** The Agency shall encourage business owners to develop innovative and attractive signage by awarding partial funding for such signs. This shall be a Quick Victory program.

**ART IN PUBLIC PLACES.** The Agency may appropriate or secure funds for the purchase and installation of Art in Public Places within the Redevelopment Area. Emphasis shall be placed on local artists and themes.

**AIR RIGHTS.** As provided in Section 163, *Florida Statutes*, the Agency shall acquire air rights when necessary for the creation of parking facilities or signage.



## **AREAWIDE REDEVELOPMENT PROGRAMS**

Section 163.370, Florida Statutes, provides powers to Community Redevelopment Agencies. This section utilizes those powers to create programs or “tools” to be used as determined appropriate by the Community Redevelopment Agency to facilitate the redevelopment of the 7<sup>th</sup> Avenue Corridor CRA area. They are designed to provide a comprehensive approach to addressing the redevelopment needs of the entire area. Many of these initiatives will be utilized to serve non-auto industry related business as well as those businesses created by the economic strength of the Primary Redevelopment Project.

## I. ECONOMIC DEVELOPMENT AND JOB CREATION

**A. COMMERCIAL/RETAIL BUILDING FAÇADE IMPROVEMENT PROGRAM.** The goal of this program is to create improvements to existing commercial and retail buildings within the area. Improvements include enhanced rear parking, lighting, security, landscaping, signage, painting, and façade treatments. At the time of implementation, this program will provide matching grants, as determined by the CRA Board, which will allow business operators and property owners to make fixed (permanent) improvements to the front or rear of any commercial or retail structure.



**B. REHABILITATION OF VACANT COMMERCIAL/RETAIL**

**BUILDINGS.** This program targets underutilized and/or vacant commercial and retail buildings identified by the CRA. This program may be utilized to retrofit or otherwise remodel an existing structure for a more appropriate economic use. This program may also be utilized for vacant commercial or retail buildings identified by the CRA for acquisition to establish a joint-venture, or assist in the recruitment of business occupants to ensure these structures perform to their economic potential.



**C. JOB CREDITS AS CURRENCY.** The 7<sup>th</sup> AVENUE CORRIDOR CRA will initiate a special program designed to assist 7<sup>th</sup> Avenue Corridor residents who are seeking to become self-sufficient. The Agency will provide rental or loan reduction vouchers for up to one year to any business leasing space in a 7<sup>th</sup> AVENUE CORRIDOR CRA building in an amount equal to a percentage of the salary paid to a new hire or a resident of the redevelopment area. The percentage awarded and residency requirements shall be determined by the 7<sup>th</sup> AVENUE CORRIDOR CRA Board.

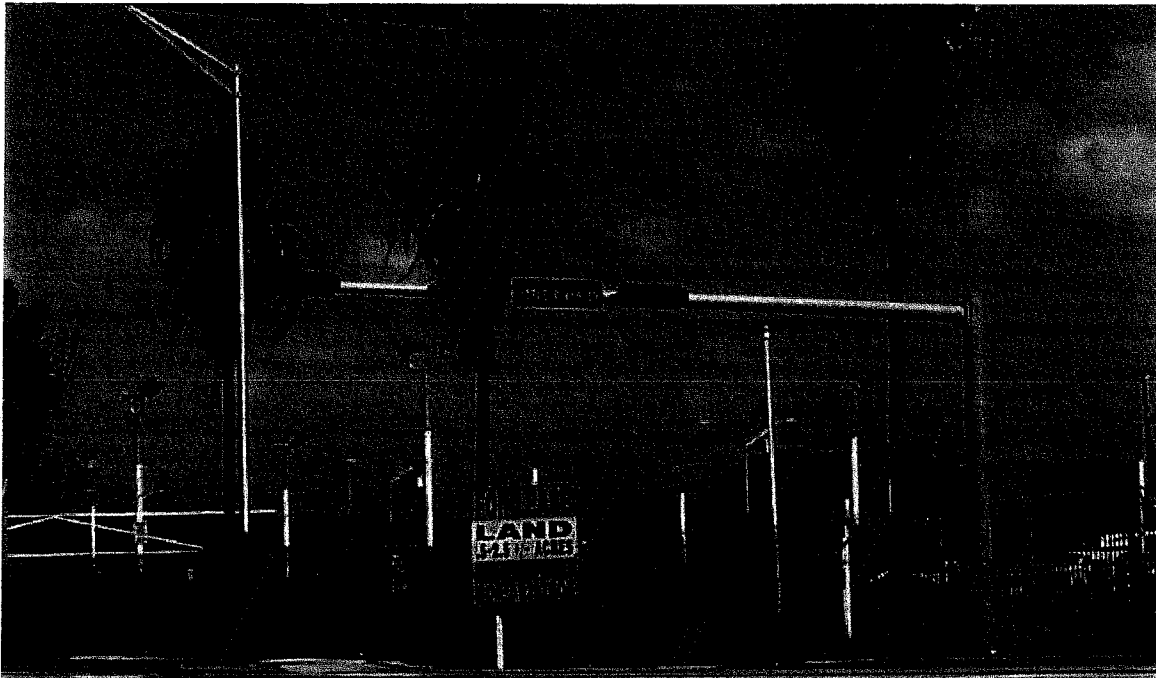
- D. LOCAL LABOR AND BUSINESS POOL.** The 7<sup>th</sup> AVENUE CORRIDOR CRA shall compile a listing of eligible and interested businesses which hold an occupational license within the CRA area and perform services or sell goods that may be utilized in the implementation of redevelopment programs. Working with Chambers of Commerce, merchant's associations and economic development groups, a booklet describing redevelopment programs will be created and presented, and qualified businesses will be recruited and encouraged to sign-up for future work opportunities.
- E. MARKETING RESEARCH.** Working with local Chambers of Commerce, merchants associations and economic development boards, the 7<sup>th</sup> AVENUE CORRIDOR CRA may provide funding and guidance to create a useful and quality marketing/retail mix plan. The goal of this plan is to provide information for business owners indicating what profitable business opportunities exist given the dynamics of the market.
- F. ADVERTISEMENT AND PROMOTIONS.** The 7<sup>th</sup> AVENUE CORRIDOR CRA may assist in the funding for the creation of marketing collateral and television commercials aimed at increasing business volume in the area. The Agency shall also consider assisting in the funding of special events.
- G. BUSINESS AND REDEVELOPER RECRUITMENT.** In cooperation with the Beacon Council, the local Chamber of Commerce, and other appropriate entities, the Agency shall take steps to actively recruit quality businesses, investors and redevelopers to the Community Redevelopment Area.

- H. LAND ACQUISITION.** The Agency shall identify presently underutilized sites with high redevelopment potential for consideration of acquisition and for packaging of RFPs to stimulate redevelopment interests. This program shall be utilized as a primary tool to allow the CRA to take the lead in executing the redevelopment initiatives in this Plan.
- I. BUSINESS INCENTIVE LOANS.** The Agency will create a loan pool and program for qualified businesses in the redevelopment area to assist with the start-up costs and capital needs of new and expanding businesses.
- J. REDEVELOPMENT LOAN GUARANTEES.** The 7<sup>th</sup> AVENUE CORRIDOR CRA shall establish a partnership with local banking and financial institutions by which an exchange for depository consideration of agency funds, the bank shall cooperate in the establishment of a revolving loan fund and other redevelopment finance programs. Agency monies allocated to this program shall be used as "last money in" guarantees or equity positions, which will allow for major redevelopment projects to secure financing and be completed.
- K. UTILIZATION OF CRA FUNDS TO LEVERAGE MAXIMUM EXTERNAL REDEVELOPMENT DOLLARS.** In cooperation with appropriate County Departments, the 7<sup>th</sup> AVENUE CORRIDOR CRA shall seek to utilize tax increment finance revenues to secure both public and private grants. The sources considered should include the traditional government sources as well as special efforts to involve private foundations.

**L. COALITION OF FINANCIAL INSTITUTIONS.** The 7<sup>th</sup> AVENUE CORRIDOR CRA shall recruit the involvement of interested local financial institutions to participate in any and all redevelopment programs, ranging from business loans and residential rehabilitation to subsidized mortgages and loan guarantees.

## **II. BEAUTIFICATION AND APPEARANCE IMPROVEMENTS**

- A. **QUICK VICTORY CLEAN UP.** Working with community residents and property owners, the 7th AVENUE CORRIDOR CRA shall identify the sites, which will be targeted for the inaugural Fast Strike Clean-Up. For those property owners who have left their sites in a state of disrepair, the Agency shall initiate a Clean and Lien program. This shall be designated a Quick Victory program.
- B. **LANDSCAPING/STREETSCAPING PROGRAM.** The Agency shall design and install landscape and streetscape improvements, including landscape materials, lighting, benches and trash receptacles in areas identified by the Board. The first phase of this program shall be improvements tied to major redevelopment housing and mixed-use initiatives.



- C. PAINT-UP/FIX-UP.** As a Quick Victory program, the Agency shall create and fund a simplified rehabilitation program designed to improve the appearance of the redevelopment area through extensive repainting of all structures in the redevelopment area which are submitted by their property owners.
- D. ENTRANCEWAY MONUMENT SIGNS.** The Agency shall employ design professionals to create entranceway monuments for the community borders that are coterminous with the redevelopment area. The recommendations for the selected monument style shall be made with community input by and will be subject to the required staff and Board reviews and approval. The Agency will assist in funding all aspects of design, building and installation of the monuments after final Board approval.
- E. SIGNAGE PROGRAM.** The Agency shall encourage business owners to develop innovative and attractive signage by awarding partial funding for such signs. This shall be a Quick Victory program.
- F. ART IN PUBLIC PLACES.** The Agency may appropriate or secure funds for the purchase and installation of Art in Public Places within the Redevelopment Area. Emphasis shall be placed on local artists and themes.



### **III. RESIDENTIAL REINVESTMENT**

**A. RESIDENTIAL REHABILITATION.** The Agency may provide a combination of grants and loans to residential property owners for the rehabilitation of their homes. These funds can be used for a broad range of permanent improvements.

**B. ROLE MODEL RESIDENTIAL RECRUITMENT PROGRAM.** In order for a community to become sustainable, it is important for its younger citizens to view members of the community as role models. Accordingly, the 7<sup>th</sup> AVENUE CORRIDOR CRA has identified police officers, firemen, educators, and medical care providers as quality role models for 7th Avenue Corridor's youth. This program initiates a special recruitment effort to be undertaken by the Agency to market homeownership to members of these professions for all housing-related redevelopment programs. The Agency will conduct special informational seminars with organizations employing "role models" in an effort to inform them of the housing and mortgage assistance opportunities in the improving 7th Avenue Corridor redevelopment area.

### **III. INFRASTRUCTURE IMPROVEMENTS.**

Working with appropriate County departments, the Agency may consider funding to remedy infrastructure deficiencies and projected needs, including utilities, roadways, sidewalks and stormwater management. All infrastructure projects funded by the Agency shall be directly tied to increasing the area's redevelopment potential to generate a higher return of tax increment funds and increase the likelihood of private investment. This program is not designed to replace the County's efforts to secure CDBG and other similar funds but rather to augment them.

### **IV. ENVIRONMENTAL CLEAN-UP**

ENVIRONMENTAL CLEAN UP. The 7<sup>th</sup> AVENUE CORRIDOR CRA Board of Commissioners may establish a fund, which may be used to assist in the clean up of environmentally contaminated sites. The Agency will activate this program in the event that a viable and desirable redevelopment project necessitates the reuse of a contaminated site. The degree of the Agency's financial participation will be determined by the Board on a case-by-case basis contingent upon the redevelopment value of the project.

### **V. AIR RIGHTS**

AIR RIGHTS. As provided in Section 163, *Florida Statutes*, the Agency shall acquire air rights when necessary for the creation of parking facilities or signage.

## **VI. REDEVELOPMENT ADVOCACY**

The 7<sup>th</sup> AVENUE CORRIDOR CRA shall actively advocate for actions by other public and private bodies, which are to the benefit of area residents.

## **VII. CODE ENFORCEMENT**

Working with County departments the 7TH AVENUE CORRIDOR CRA may fund increased code enforcement services within the redevelopment area. The goal of this program is to increase the marketability and aesthetics of the properties in the redevelopment area.



## **VIII. COMMUNITY POLICING INNOVATIONS**

The 7TH AVENUE CORRIDOR CRA shall have the authority to assist in utilizing community-policing strategies designed to reduce crime within the 7TH AVENUE CORRIDOR CRA area. These strategies may include, but are not limited to:

- ☐ Community Mobilization
- ☐ Neighborhood Block Watch
- ☐ Citizen Patrol
- ☐ Neighborhood Storefront Police Station
- ☐ Motorized Patrol
- ☐ Other Strategies

## Section 8

### Implementation Strategy

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The effectiveness of any public policy initiative, especially a Community Redevelopment Plan, is measured by its fulfillment of the promise of redevelopment to the community it serves. For the Miami-Dade Board of County Commissions' redevelopment strategy is to be successful, the Plan must maintain its momentum. This Plan includes a step-by-step implementation element that shall be adopted and undertaken immediately upon the approval of the NW 7<sup>th</sup> Avenue Corridor Redevelopment Plan.

The strategy assigns both focus and responsibility for Plan implementation to a CRA Project Director. The Director shall possess the necessary experience and expertise and shall be accountable to the CRA Board of Commissioners as designated by the Miami-Dade Board of County Commissioners. The services of the CRA Project Director shall be contractual in nature and shall be secured only on a temporary basis as needed to implement the objectives of the adopted Redevelopment Plan. No permanent bureaucratic structure needs to be established or maintained on a continual basis. The CRA Project Director shall work with the CRA Attorney and appropriate County staff as well as other professionals contracted by the CRA.

Step 1: Proper establishment of a CRA Board of Commissioners as per 163.356, *Florida Statutes*. This shall be the responsibility of the County Attorney's Office and coordinated with the CRA Attorney and the CRA Project Director.

Step 2: Secure the services of a redevelopment expert to serve as the CRA Project Director to assist in all issues affecting the CRA and its 7<sup>th</sup> Avenue Corridor redevelopment initiatives.

Step 3: Establishment of TIF mechanism that shall be effective October 1, 2004 and have a 30-year life.

Step 4: Negotiation of an Interlocal Agreement between the Miami-Dade Board of County Commissioners and the CRA Board of Commissioners with the CRA Project Director and CRA Attorney representing the NW 7<sup>th</sup> Avenue Corridor Community Redevelopment TIF district.

Step 5: The CRA Project Director shall develop and implement a land acquisition strategy for the approximately 30 properties within the Primary Redevelopment Project site.

Step 6: In the first nine months of FY 04/05, the CRA Project Director, CRA Attorney, and County shall secure either an interim or permanent capital funding source to fund the property acquisition identified in Step 5. A permanent capital funding source shall be secured as soon as reasonably possible.

Step 7: The CRA Project Director shall prepare a Request for Proposals and Qualifications Offering Document that shall be utilized to recruit private investment and secure a public/private partnership with a qualified private redevelopment entity.

Step 8: The CRA Project Director and CRA Attorney shall negotiate a development agreement with the selected Primary Redevelopment entity and the CRA Board of Commissioners.

Step 9: Preparation of landscape and streetscape design plans that will complement the Primary Redevelopment Project.

Step 10: Working with the selected Primary Redevelopment entity, the CRA Project Director and CRA Attorney shall assist in the creation of a property owners' association and develop an agreement for the implementation of the Primary Redevelopment Project. The agreement between the CRA and the Association shall address but not be limited to the following:

- ☐ The General Development Strategy and Goals
- ☐ Architectural Review and Approval
- ☐ Building Permit and Development Permit Approval
- ☐ Setbacks
- ☐ Protective Screening
- ☐ Signage
- ☐ Lighting
- ☐ Security Requirements
- ☐ Landscaping
- ☐ Streetscape Improvements
- ☐ Pedestrian Amenities
- ☐ Community Employment Outreach Initiatives
- ☐ Parking
- ☐ Display Area Lighting
- ☐ Trash and Waste Management Issues
- ☐ Property Demarcation Walls
- ☐ Insurance, Maintenance and Repair of Easements
- ☐ Right of Access
- ☐ General Insurance
- ☐ Special Assessments

- ☐ Building materials
- ☐ Amendment process
- ☐ Automobile Dealers Association rights and responsibilities
- ☐ Other issues as required

Step 11: If necessary, the CRA Project Director and CRA Attorney shall develop and secure approval for the creation and adoption of an overlay zoning district that shall allow the terms and conditions of the Plan, Developer's Agreement, and Association Agreement to be implemented.

Step 12: The CRA Project Director shall serve as the advocate for development approvals on behalf of the Primary Redevelopment entity.

Step 13: The CRA Project Director shall undertake and implement all other activities necessary to carry out the terms and conditions that will allow for the successful completion of the Primary Redevelopment Project.

Step 14: After the successful completion of the Primary Redevelopment Project, the CRA shall undertake initiatives and programs as expressed in Section 7 of the Redevelopment Plan to address the needs and opportunities of Phase II.

Step 15: At a time deemed appropriate by the CRA Board of Commissioners, the Agency shall continue its redevelopment initiatives beyond the conceptually targeted sites for phase 1 and phase 2 and shall offer redevelopment resources to the balance of the TIF district as needed.



## SECTION 9

# REDEVELOPMENT AGENCY FINANCES AND BUDGET PROJECTIONS

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### FINANCE AND BUDGET PROJECTION

The Agency's primary revenue source shall be generated through Tax Increment Financing (TIF) as defined in section 163.387 F.S.. In addition to TIF the agency shall have the authority to pursue public funding through grants and loans, and private revenue through loans, contributions, disposal of any real property, mortgages, hypothecation, bond anticipation notes, and bond issues backed primarily by TIF. For purposes of successfully implementing the redevelopment strategy as presented, it is imperative to have a fully funded (at 95% as per statute) TIF mechanism for the 30-year life of the 7<sup>th</sup> Avenue Corridor CRA as established by the Redevelopment Plan.

#### Projecting TIF Revenues

Within the proposed 7<sup>th</sup> Avenue Corridor Community Redevelopment Area, there is a total area of approximately 0.4 square miles with 155 separate property folios. During the past five years (1999-2003) assessed market values for properties in all of Miami-Dade County increased by approximately 49%; however, the assessed market values for the properties within the proposed 7<sup>th</sup> Avenue Corridor CRA area increased by only 17%. The field survey conducted in October 2003 documented numerous deteriorating or deteriorated structures and a high vacancy rate for commercial properties. The average ad valorem appreciation rate for the county as a whole was 9.85%, compared to 3.75% in the CRA area.

Utilizing the assessed market property values established by the Miami-Dade County Tax Collector's office, a statistical comparison was conducted between all of Miami-Dade County and the properties within the boundaries of the proposed 7<sup>th</sup> Avenue Corridor CRA area. This comparison covers the five-year period as required by Section 163.340(8)(b) *Florida Statutes*.

**SEE CHARTS ON FOLLOWING PAGES**

## **TAX INCREMENT FINANCING FORMULA AND PROJECTIONS**

### **NW 7<sup>th</sup> AVENUE CORRIDOR MIAMI-DADE COUNTY, FLORIDA**

The TIF formula identified below is taken from Chapter 163, Part III, Florida Statutes. For the purposes of estimating TIF, this formula shall be utilized to include the County-wide millage rate of 0.005969 and the Unincorporated Municipal Service Area (UMSA) millage rate of 0.002447. Therefore, the combined millage rate shall be 0.008416.

#### **TIF FORMULA – FOR YEAR ONE**

$$\left( \begin{array}{c} \text{Current Year} \\ \text{Total Taxable} \\ \text{Value} \end{array} - \begin{array}{c} \text{Base Year} \\ \text{Total Taxable} \\ \text{Value} \end{array} \right) \times \begin{array}{c} \text{(County \&} \\ \text{UMSA} \\ \text{Millage)} \end{array} \times \begin{array}{c} \text{Assigned} \\ \text{Percentage} \\ \text{(95\%)} \end{array} = \text{Annual TIF Revenue}$$

**TIF FORMULA:** Therefore, utilizing the maximum TIF allocation allowed by Florida Statutes of 0.95, the initial revenue for FY 2004/05 is presented below.

$$\left( \begin{array}{c} \text{TTV FY 2003/04} \\ \$55,528,235 \end{array} - \begin{array}{c} \text{TTV FY 2002/03} \\ \$53,273,971 \end{array} \right) \times (0.008416) \times (0.95) = \$18,023$$

Future year TIF is calculated by applying the appropriate algorithms incorporating defensible economic assumptions.

NOTE: The total Total Taxable Value (TTV) numbers utilized for this estimate are based upon the most recent data provided by the Miami-Dade County Property Appraiser's Office. They are for fiscal years 2002/03 and 2003/04. Over the past three fiscal years, the TTV in the 7<sup>th</sup> Avenue Corridor has grown consistently by approximately \$2 million per year, which reflects an average growth rate of slightly less than 4% per year.

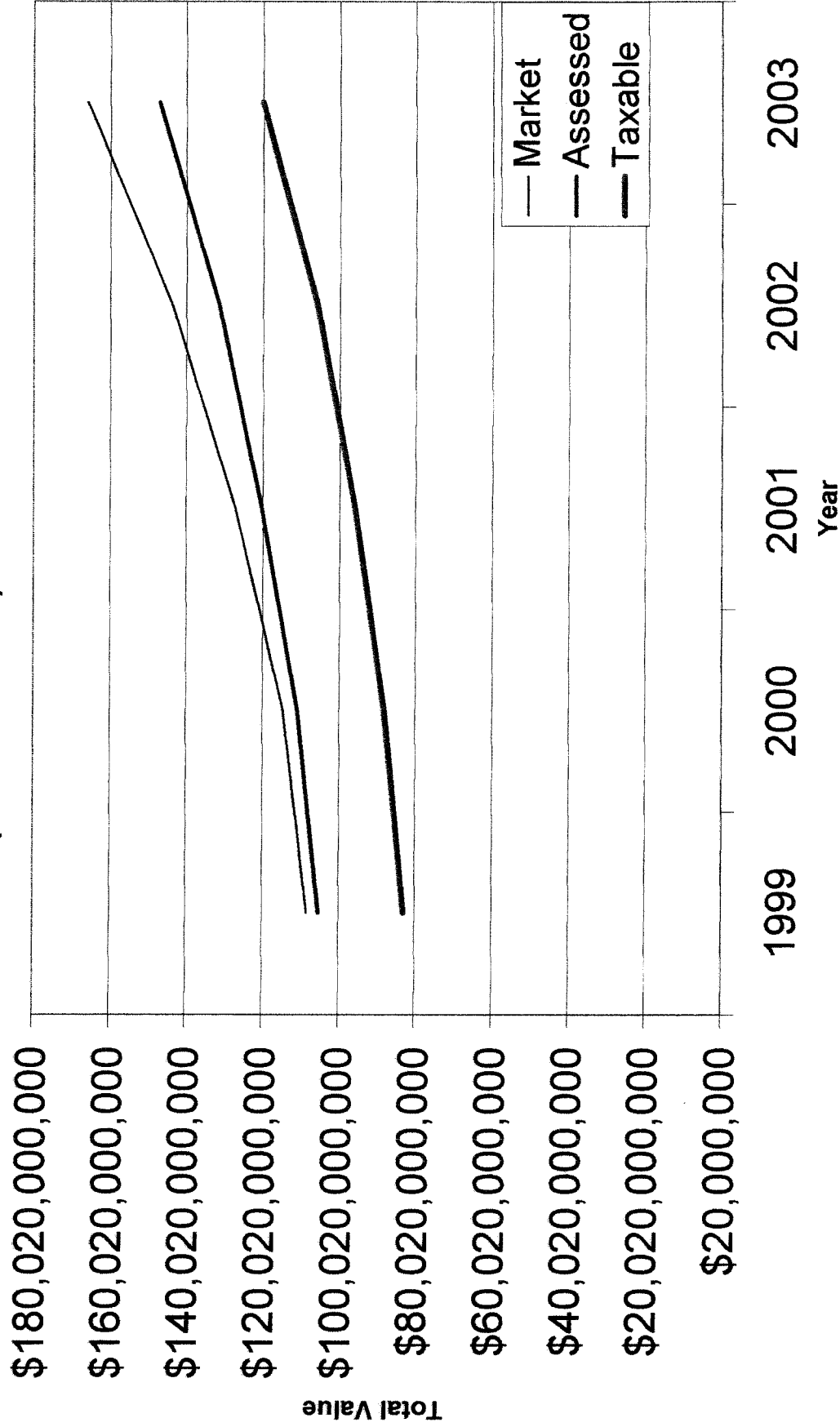
### Comparison of Assessed Market Values

YEAR	MIAMI-DADE COUNTY TOTAL ASSESSED MARKET VALUE (Millions)	ANNUAL PERCENTAGE Increase	7 <sup>TH</sup> AVENUE CORRIDOR TOTAL ASSESSED MARKET VALUE (Millions)	ANNUAL PERCENTAGE Increase
1999	\$110,000	N/A	\$24.5	N/A
2000	\$117,000	6.3%	\$25.0	2.0%
2001	\$127,000	8.5%	\$26.8	7.2%
2002	\$142,000	11.8%	\$27.5	2.6%
2003	\$164,000	15.5%	\$28.5	4.0%

ALL NUMBERS ARE REFLECTED IN MILLIONS

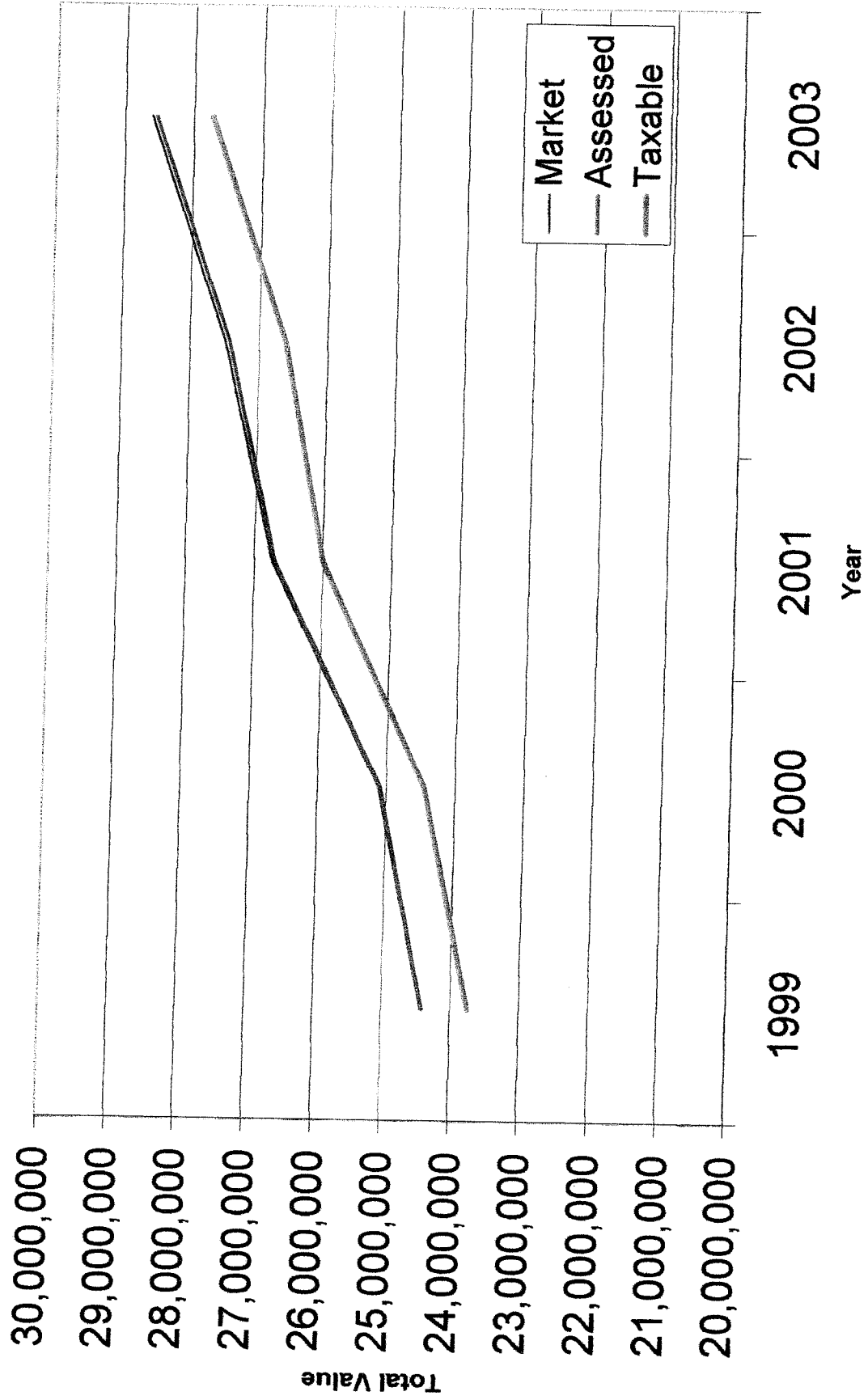
The comparative growth between the countywide assessed market value for Miami-Dade County and that of the 7<sup>th</sup> Avenue Corridor area is illustrated in the following graph.

# Property Values Miami-Dade County (1999 to 2003)

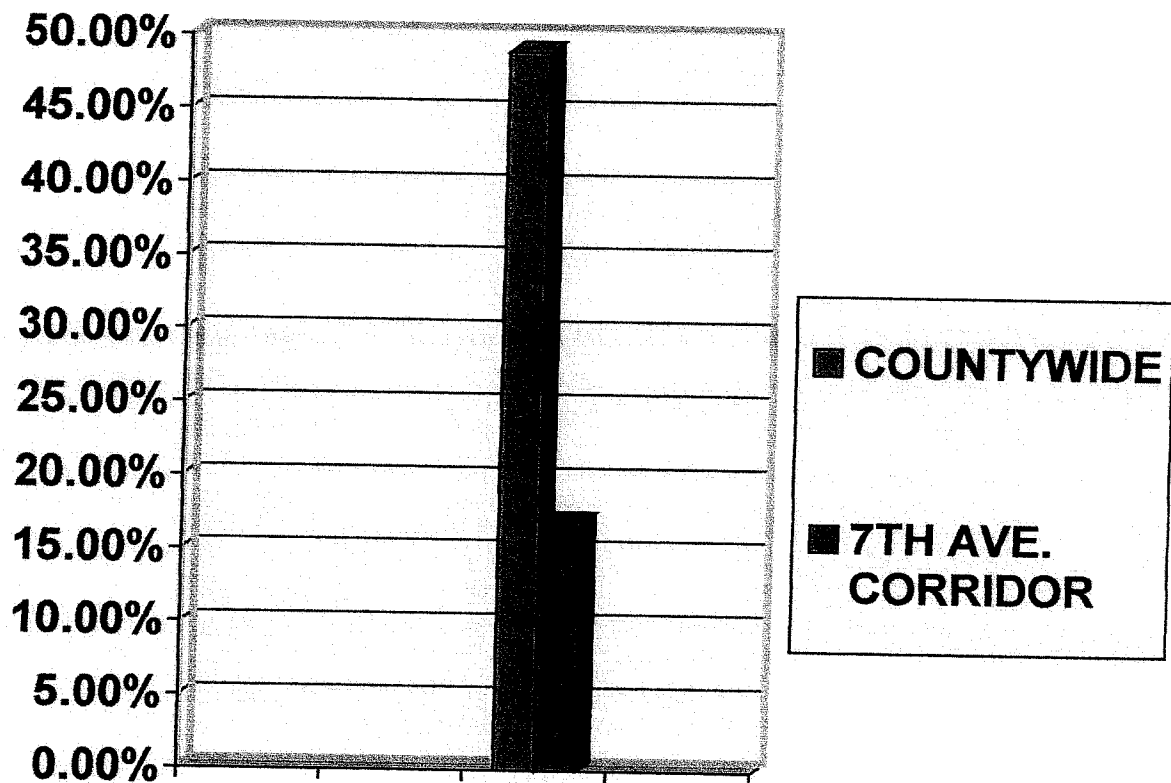


(Source: Miami-Dade County Property Appraiser's Office)

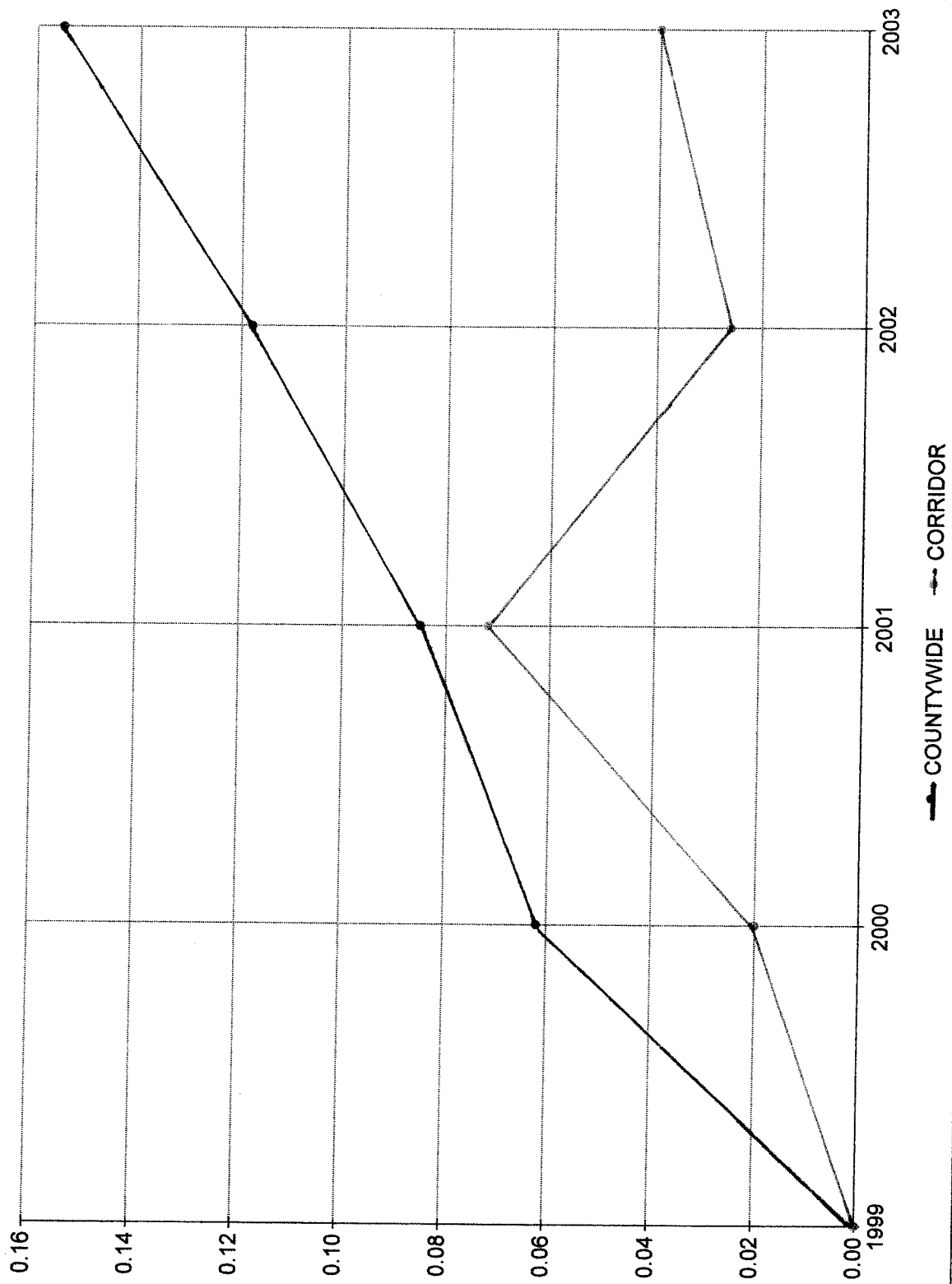
# 7th Avenue Corridor (1999 to 2003)



**FIVE-YEAR COMPARISON OF INCREASE IN ASSESSED  
MARKET VALUE OF PROPERTIES COUNTYWIDE AND IN  
7<sup>TH</sup> AVENUE CORRIDOR**



# **5 YEAR ASSESSED MARKET VALUES** **COMPARING COUNTYWIDE TO 7TH AVE. CORRIDO**





### **7<sup>th</sup> Avenue Corridor Ad Valorem History**

	MARKET	ASSESSED	TAXABLE
1995	\$41,554,612	\$41,533,854	\$40,853,284
1996	\$42,170,556	\$42,160,455	\$41,478,980
1997	\$42,078,912	\$42,061,762	\$41,457,303
1998	\$44,701,604	\$44,678,600	\$43,940,067
1999	\$43,902,517	\$43,876,568	\$42,940,346
2000	\$48,990,524	\$48,960,388	\$48,032,792
2001	\$52,417,114	\$52,373,189	\$51,363,057
2002	\$54,472,677	\$54,407,703	\$53,273,971
2003	\$57,345,701	\$57,274,291	\$55,528,235

Source: Miami-Dade County Property Appraiser's Office

Table One as presented on the following page depicts the projected TIF revenue for the 30-year life of the Agency utilizing the historic data without of the Primary Redevelopment Project.

The cumulative TIF is an anemic \$11,000,000 and the rate of growth is predicted to remain far below that of the overall County growth rate.

**TABLE 1**  
**TAX INCREMENT FINANCING PROJECTION**  
excludes Primary Redevelopment Project  
*(assumes 0.95 contribution and 3.75% annual increase)*  
**7th AVENUE CORRIDOR (MIAMI-DADE COUNTY)**

TIF YEAR	FISCAL YEAR	TOTAL TAXABLE VALUE	ANNUAL TIF
1	2004/05	\$55,528,235	\$18,023
2	2005/06	\$57,610,544	\$34,672
3	2006/07	\$59,770,939	\$51,945
4	2007/08	\$62,012,349	\$69,865
5	2008/09	\$64,337,813	\$88,458
6	2009/10	\$66,750,480	\$107,747
7	2010/11	\$69,253,624	\$127,761
8	2011/12	\$71,850,634	\$148,524
9	2012/03	\$74,545,033	\$170,066
10	2013/14	\$77,340,472	\$192,416
11	2014/15	\$80,240,740	\$215,605
12	2015/16	\$83,249,767	\$239,662
13	2016/17	\$86,371,634	\$264,622
14	2017/18	\$89,610,570	\$290,518
15	2018/19	\$92,970,966	\$317,385
16	2019/20	\$96,457,378	\$345,260
17	2020/21	\$100,074,529	\$374,180
18	2021/22	\$103,827,324	\$404,184
19	2022/23	\$107,720,849	\$435,314
20	2023/24	\$111,760,380	\$467,611
21	2024/25	\$115,951,395	\$501,119
22	2025/26	\$120,299,572	\$535,883
23	2026/27	\$124,810,806	\$571,951
24	2027/28	\$129,491,211	\$609,372
25	2028/29	\$134,347,132	\$648,196
26	2029/30	\$139,385,149	\$688,476
27	2030/31	\$144,612,092	\$730,267
28	2031/32	\$150,035,046	\$773,624
29	2032/33	\$155,661,360	\$818,608
30	2033/34	\$161,498,661	\$865,278
TOTAL TIF, 30 YEARS*			\$11,106,592
*WITHOUT PRIMARY REDEVELOPMENT PROJECT			

Table two as depicted on the following page reflects the cumulative TIF projected assuming the successful completion of the Primary Redevelopment Project. The total amount of TIF generated under this economic scenario is in excess of \$100,000,000. An estimated ad valorem value of \$60,000,000 is assigned to the completed Primary Redevelopment Project and is based on the following factors:

1. **Land Acquisition Cost-** One estimate of the market value of the 30 properties contemplated for acquisition for the Primary Redevelopment Project is \$10.5 million. This estimate is based upon the 2003 market value assigned by the Miami-Dade County Property Appraiser's Office. Utilizing data acquired from two private-sector commissioned appraisals conducted for comparable real estate within Miami-Dade County completed recently the land value ranges between \$12-15 per square foot. For the approximately 25-30 acres that would be assembled for the Primary Redevelopment Project, this would reflect land values ranging between \$13-17 million. Therefore, the projected land acquisition cost would be in the range of \$15,000,000.
2. **Construction Cost –** Utilizing current construction rates of \$135 per square foot and adding an allocation for base internal lighting, landscaping, and paving, the total construction cost for six dealerships which total 165,000 square feet is \$27,500,000. Projecting forward to a completion date of 48 months from this Plan's preparation date the estimated cost is \$30,000,000.
3. **Soft Costs and Off-Site Improvements –** An increase in market value is expected to be derived from the expenditure of private sector funds for all soft costs associated with a project of this magnitude and public improvements that are made directly off site from the project which will enhance its appearance. This value increase is expected to be \$2,500,000.

4. **Entrepreneurial Value Added** – As with all successful economic development the total value is projected to be greater than the sum of its parts. Utilizing recently conducted private sector appraisals acquired as well as values assigned to similar projects completed within the United States this figure is projected to be approximately \$12,500,000.

The cumulative market value of the completed Primary Redevelopment Project is projected to be \$60,000,000 in fiscal year 2007-2008. The formulas utilized in Table 2 incorporate these assumptions along with an annual growth rate comparable to the annual ad valorem increase in the balance of Miami-Dade County. These assumptions are delineated on Table 2 which is presented following the properties identified to be acquired by the CRA for the Primary Redevelopment Project site and a construction cost summary chart.

1

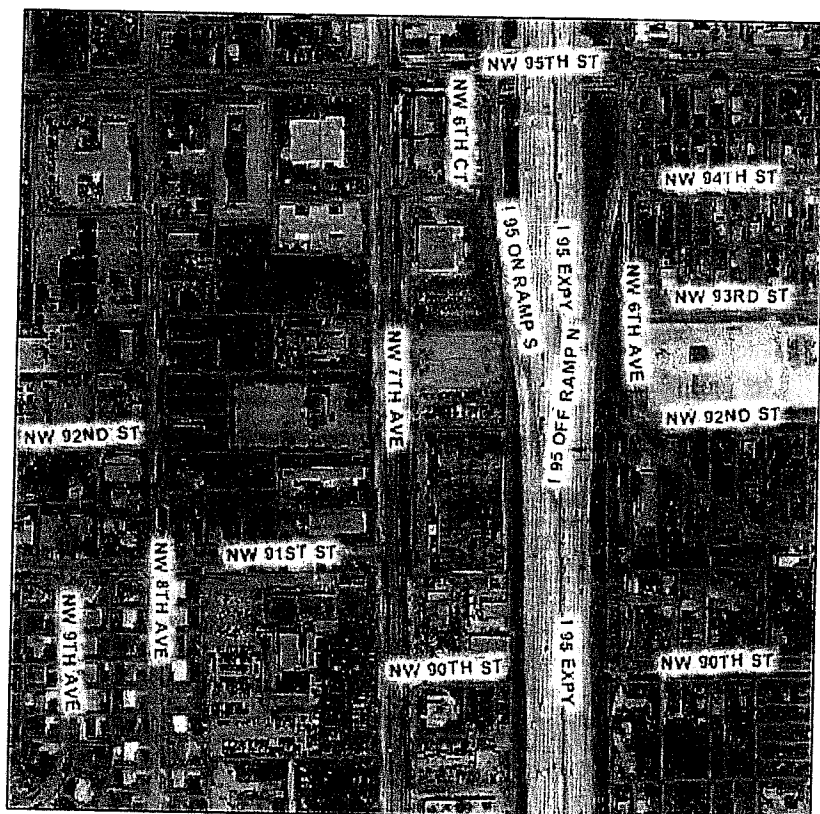
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## Property Information Map



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## Summary Details:

Folio No.:	30-3101-001-0010
Property:	9497 NW 7 AVE
Mailing Address:	HENRY B HANDLER TR % WEISS & HANDLER PA 2255 GLADES RD STE 218A BOCA RATON FL 33431-

## Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0026 SERVICE STATION- AUTOMOTIVE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	6,616
Lot Size:	12,853 SQ FT
Year Built:	1990
Legal Description:	1 53 41 2ND ADD PINWOOD PARK PB 6-186 LOTS 10 TO 12 INC & N1/2 OF E115FT OF W150FT OF BARBARA AVE PER RESOL 3968 DB 3354-567 LESS W35FT & LESS N35FT & LESS BEG

## Sale Information:

Sale O/R:	
Sale Date:	11/1998
Sale Amount:	\$0

## Assessment Information:

Year:	2003	2002
Land Value:	\$61,052	\$61,052
Building Value:	\$191,160	\$180,610
Market Value:	\$252,212	\$241,662
Assessed Value:	\$252,212	\$241,662
Total Exemptions:	\$0	\$0
Taxable Value:	\$252,212	\$241,662

130

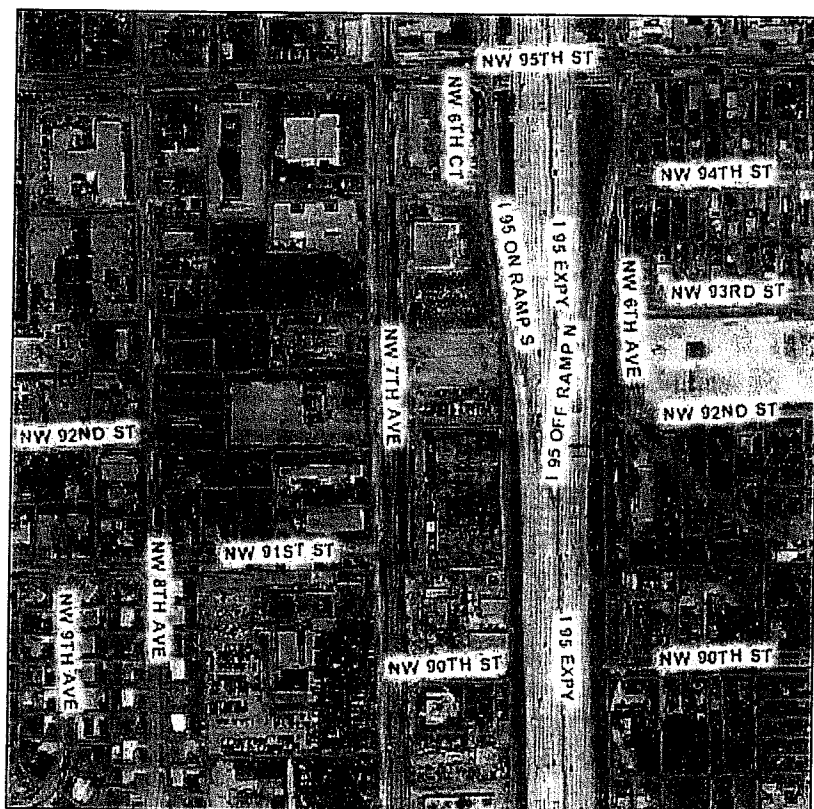
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**Summary Details:**

Folio No.:	30-3101-003-2050
Property:	650 NW 95 ST
Mailing Address:	E & S LANDSCAPING SERVICES INC
	640 NW 95 ST MIAMI FL 33150-1956

**Property Information:**

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0013 OFFICE BUILDING
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	2,585
Lot Size:	7,344 SQ FT
Year Built:	1963
Legal Description:	1 53 41 PB 34-84 PINWOOD PARK AMD 2ND ADDN LOT 1 LESS N PORT LYG IN N-S EXPWY BLK 17 LOT SIZE 7344 SQUARE FEET OR 17096-0682 0296 6 (2)

**Sale Information:**

Sale O/R:	17096-0682
Sale Date:	2/1996
Sale Amount:	\$50,000

**Assessment Information:**

Year:	2003	2002
Land Value:	\$14,688	\$14,688
Building Value:	\$124,769	\$118,079
Market Value:	\$139,457	\$132,767
Assessed Value:	\$139,457	\$132,767
Total Exemptions:	\$0	\$0
Taxable Value:	\$139,457	\$132,767

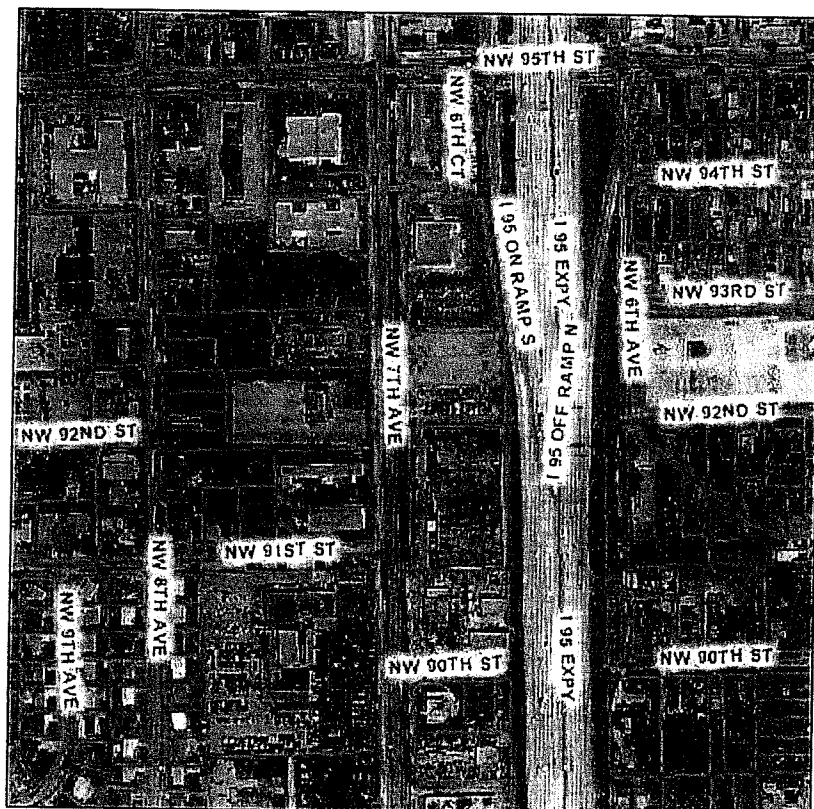
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**Close**

**Summary Details:**

Folio No.:	30-3101-003-2200
Property:	9401 NW 6 CT
Mailing Address:	E & S LANDSCAPING SERVICES INC
	640 NW 95 ST MIAMI FL 33150-1956

**Property Information:**

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0065 PARKING LOT
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	6,720 SQ FT
Year Built:	1970
Legal Description:	1 53 41 PB 34-84 PINEWOOD PARK AMD 2ND ADD LOT 18 BLK 17 LOT SIZE 6720 SQUARE FEET OR 17096-0682 0296 6 (2)

**Sale Information:**

Sale O/R:	17096-0682
Sale Date:	2/1996
Sale Amount:	\$50,000

**Assessment Information:**

Year:	2003	2002
Land Value:	\$13,440	\$13,440
Building Value:	\$7,802	\$7,224
Market Value:	\$21,242	\$20,664
Assessed Value:	\$21,242	\$20,664
Total Exemptions:	\$0	\$0
Taxable Value:	\$21,242	\$20,664

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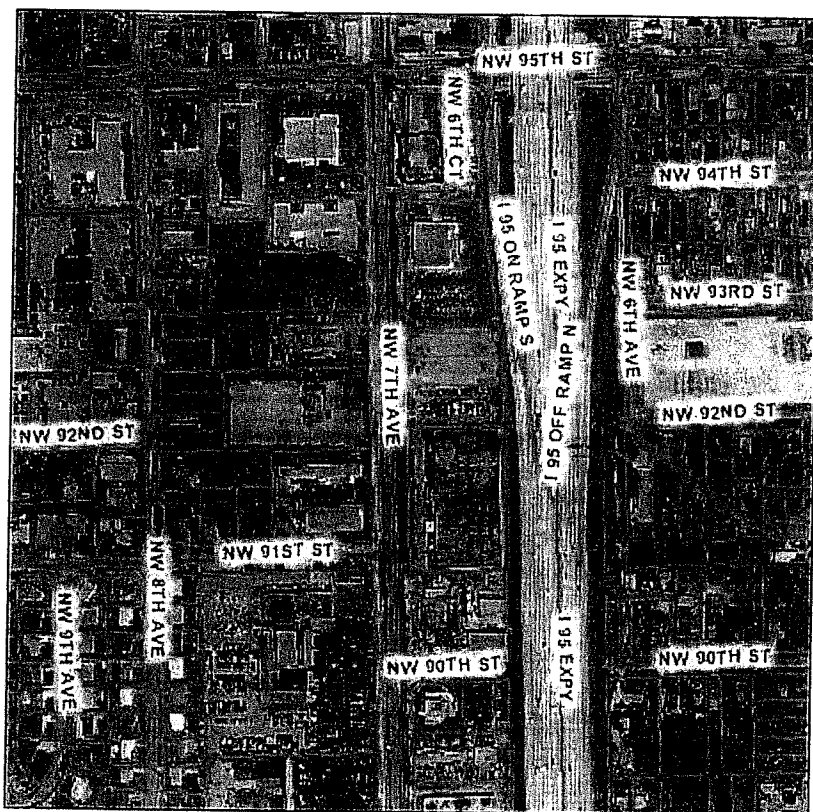
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## Summary Details:

Folio No.:	30-3101-001-0022
Property:	9401 NW 7 AVE
Mailing Address:	MYRNA LEVIN
Address:	3441 SPRING BLUFF PL LAUDERHILL FL 33319-

## Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0065 PARKING LOT
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	17,041 SQ FT
Year Built:	1971
Legal Description:	2ND ADD PINEWOOD PK PB 6-186 N148.18FT OF LOTS 1-2-3 LESS S25FT BLK 40 & S1/2 OF E115FT OF W150FT OF BARBARA AVE LOT SIZE 148.180 X 115

## Sale Information:

Sale O/R:	
Sale Date:	2/1987
Sale Amount:	\$0

## Assessment Information:

Year:	2003	2002
Land Value:	\$48,177	\$48,177
Building Value:	\$7,356	\$6,938
Market Value:	\$55,533	\$55,115
Assessed Value:	\$55,533	\$55,115
Total Exemptions:	\$0	\$0
Taxable Value:	\$55,533	\$55,115

133

5

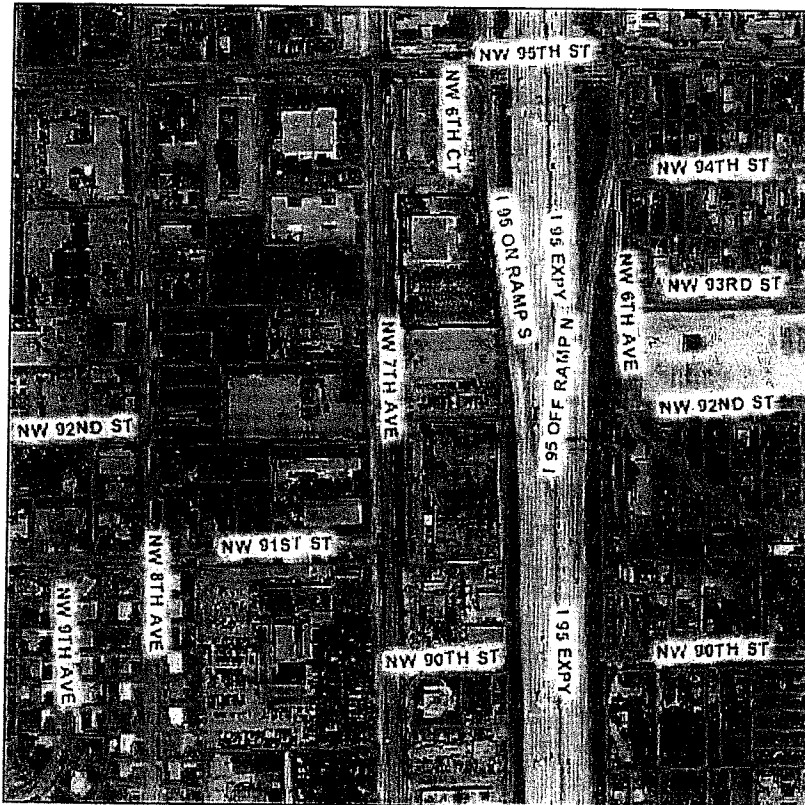
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### Summary Details:

Folio No.:	30-3101-000-0150
Property:	9301 NW 7 AVE
Mailing Address:	COMMERCIAL BANK OF MIAMI % FIRST UNION BANK CTR 6665 PO BOX 44247 JACKSONVILLE FL 32231-4247

### Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0013 OFFICE BUILDING
Beds/Baths:	0/0
Floors:	2
Living Units:	0
Adj Sq Footage:	20,462
Lot Size:	55,371 SQ FT
Year Built:	1961
Legal Description:	1 53 41 1.33 AC BEG 50FTE & 25FTE OF NW COR OF S1/2 OF NW1/4 OF NW1/4 OF SW1/4 FOR POB TH E213.15FT SWLY ALG W/L N-S EXPWY R/W 389.58FT NWLY ALG C/L 91 ST RD 345.09FT TO E/L

### Sale Information:

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

### Assessment Information:

Year:	2003	2002
Land Value:	\$95,742	\$95,742
Building Value:	\$1,241,136	\$1,183,171
Market Value:	\$1,336,878	\$1,278,913
Assessed Value:	\$1,336,878	\$1,278,913
Total Exemptions:	\$0	\$0
Taxable Value:	\$1,336,878	\$1,278,913

6

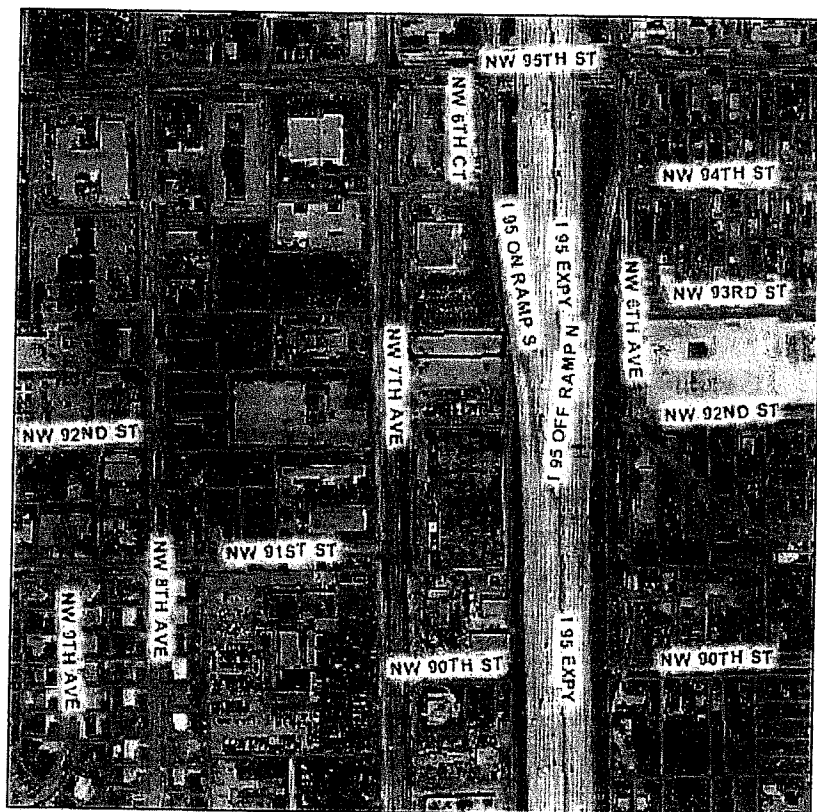
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## Summary Details:

Folio No.:	30-3101-000-0142
Property:	9401 NW 7 AVE
Mailing Address:	COMMERCIAL BK & TR CO % FIRST UNION BANK CTR 6665 P O BOX 44247 JACKSONVILLE FL 32231-

## Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0065 PARKING LOT
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	48,767 SQ FT
Year Built:	1971
Legal Description:	1 53 41 1.06 AC BEG 200FTN & 50FTE OF SW COR OF N1/2 OF SW1/4 OF NW1/4 OF SW1/4 FOR POB TH N282.15FT M/L TO A PT ON C/L OF NW 91 ST RD TH SELY ALG C/L 345.09FT TH SLY

## Sale Information:

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

## Assessment Information:

Year:	2003	2002
Land Value:	\$98,935	\$98,935
Building Value:	\$12,978	\$12,300
Market Value:	\$111,913	\$111,235
Assessed Value:	\$111,913	\$111,235
Total Exemptions:	\$0	\$0
Taxable Value:	\$111,913	\$111,235

135

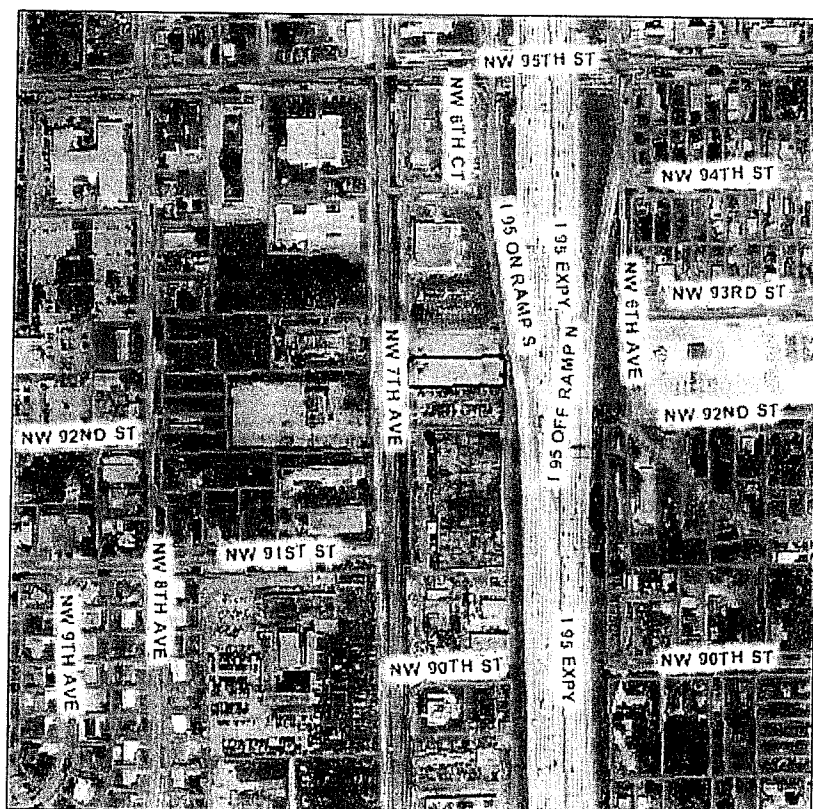
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### Summary Details:

Folio No.:	30-3101-000-0141
Property:	
Mailing Address:	COMMERCIAL BANK & TRUST CO % FIRST UNION BANK CTR 6665 PO BOX 44247 JACKSONVILLE FL 32231-4247

**Property Information:**

Property Information:	
Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0065 PARKING LOT
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	22,007 SQ FT
Year Built:	0
Legal Description:	1 53 41 .51 AC M/L BEG 50FTE & 118FTN OF SW COR OF N1/2 OF SW1/4 OF NW1/4 OF SW1/4 E268.71FT N82FT W268.94FT S82FT TO POB LOT SIZE IRREGULAR

**Sale Information:**

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

**Assessment Information:**

Year:	2003	2002
Land Value:	\$38,325	\$38,325
Building Value:	\$24,097	\$22,312
Market Value:	\$62,422	\$60,637
Assessed Value:	\$62,422	\$60,637
Total Exemptions:	\$0	\$0
Taxable Value:	\$62,422	\$60,637

③

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MIAMI-DADE

## An aerial photograph of a city street grid, likely in the Northwest quadrant of a city. The image is high-contrast, showing building footprints, parking lots, and street layouts. Several street names are labeled in white text boxes: NW 95TH ST, NW 94TH ST, NW 93RD ST, NW 92ND ST, NW 90TH ST, NW 8TH AVE, NW 7TH AVE, NW 6TH CT, NW 5TH AVE, NW 4TH AVE, NW 3RD ST, NW 2ND ST, NW 1ST ST, NW 9TH AVE, NW 10TH AVE, NW 11TH AVE, NW 12TH AVE, NW 13TH AVE, NW 14TH AVE, NW 15TH AVE, NW 16TH AVE, NW 17TH AVE, NW 18TH AVE, NW 19TH AVE, NW 20TH AVE, NW 21ST ST, NW 22ND ST, NW 23RD ST, NW 24TH ST, NW 25TH ST, NW 26TH ST, NW 27TH ST, NW 28TH ST, NW 29TH ST, NW 30TH ST, NW 31ST ST, NW 32ND ST, NW 33RD ST, NW 34TH ST, NW 35TH ST, NW 36TH ST, NW 37TH ST, NW 38TH ST, NW 39TH ST, NW 40TH ST, NW 41ST ST, NW 42ND ST, NW 43RD ST, NW 44TH ST, NW 45TH ST, NW 46TH ST, NW 47TH ST, NW 48TH ST, NW 49TH ST, NW 50TH ST, NW 51ST ST, NW 52ND ST, NW 53RD ST, NW 54TH ST, NW 55TH ST, NW 56TH ST, NW 57TH ST, NW 58TH ST, NW 59TH ST, NW 60TH ST, NW 61ST ST, NW 62ND ST, NW 63RD ST, NW 64TH ST, NW 65TH ST, NW 66TH ST, NW 67TH ST, NW 68TH ST, NW 69TH ST, NW 70TH ST, NW 71ST ST, NW 72ND ST, NW 73RD ST, NW 74TH ST, NW 75TH ST, NW 76TH ST, NW 77TH ST, NW 78TH ST, NW 79TH ST, NW 80TH ST, NW 81ST ST, NW 82ND ST, NW 83RD ST, NW 84TH ST, NW 85TH ST, NW 86TH ST, NW 87TH ST, NW 88TH ST, NW 89TH ST, NW 90TH ST, NW 91ST ST, NW 92ND ST, NW 93RD ST, NW 94TH ST, NW 95TH ST. The labels are oriented vertically or horizontally to match the street they identify. The image is a black and white aerial photograph showing a dense urban grid. The streets are labeled with white text on a dark background. The labels are: NW 95TH ST, NW 94TH ST, NW 93RD ST, NW 92ND ST, NW 90TH ST, NW 8TH AVE, NW 7TH AVE, NW 6TH CT, NW 5TH AVE, NW 4TH AVE, NW 3RD ST, NW 2ND ST, NW 1ST ST, NW 9TH AVE, NW 10TH AVE, NW 11TH AVE, NW 12TH AVE, NW 13TH AVE, NW 14TH AVE, NW 15TH AVE, NW 16TH AVE, NW 17TH AVE, NW 18TH AVE, NW 19TH AVE, NW 20TH AVE, NW 21ST ST, NW 22ND ST, NW 23RD ST, NW 24TH ST, NW 25TH ST, NW 26TH ST, NW 27TH ST, NW 28TH ST, NW 29TH ST, NW 30TH ST, NW 31ST ST, NW 32ND ST, NW 33RD ST, NW 34TH ST, NW 35TH ST, NW 36TH ST, NW 37TH ST, NW 38TH ST, NW 39TH ST, NW 40TH ST, NW 41ST ST, NW 42ND ST, NW 43RD ST, NW 44TH ST, NW 45TH ST, NW 46TH ST, NW 47TH ST, NW 48TH ST, NW 49TH ST, NW 50TH ST, NW 51ST ST, NW 52ND ST, NW 53RD ST, NW 54TH ST, NW 55TH ST, NW 56TH ST, NW 57TH ST, NW 58TH ST, NW 59TH ST, NW 60TH ST, NW 61ST ST, NW 62ND ST, NW 63RD ST, NW 64TH ST, NW 65TH ST, NW 66TH ST, NW 67TH ST, NW 68TH ST, NW 69TH ST, NW 70TH ST, NW 71ST ST, NW 72ND ST, NW 73RD ST, NW 74TH ST, NW 75TH ST, NW 76TH ST, NW 77TH ST, NW 78TH ST, NW 79TH ST, NW 80TH ST, NW 81ST ST, NW 82ND ST, NW 83RD ST, NW 84TH ST, NW 85TH ST, NW 86TH ST, NW 87TH ST, NW 88TH ST, NW 89TH ST, NW 90TH ST, NW 91ST ST, NW 92ND ST, NW 93RD ST, NW 94TH ST, NW 95TH ST. The labels are oriented vertically or horizontally to match the street they identify. The image is a black and white aerial photograph showing a dense urban grid. The streets are labeled with white text on a dark background. The labels are: NW 95TH ST, NW 94TH ST, NW 93RD ST, NW 92ND ST, NW 90TH ST, NW 8TH AVE, NW 7TH AVE, NW 6TH CT, NW 5TH AVE, NW 4TH AVE, NW 3RD ST, NW 2ND ST, NW 1ST ST, NW 9TH AVE, NW 10TH AVE, NW 11TH AVE, NW 12TH AVE, NW 13TH AVE, NW 14TH AVE, NW 15TH AVE, NW 16TH AVE, NW 17TH AVE, NW 18TH AVE, NW 19TH AVE, NW 20TH AVE, NW 21ST ST, NW 22ND ST, NW 23RD ST, NW 24TH ST, NW 25TH ST, NW 26TH ST, NW 27TH ST, NW 28TH ST, NW 29TH ST, NW 30TH ST, NW 31ST ST, NW 32ND ST, NW 33RD ST, NW 34TH ST, NW 35TH ST, NW 36TH ST, NW 37TH ST, NW 38TH ST, NW 39TH ST, NW 40TH ST, NW 41ST ST, NW 42ND ST, NW 43RD ST, NW 44TH ST, NW 45TH ST, NW 46TH ST, NW 47TH ST, NW 48TH ST, NW 49TH ST, NW 50TH ST, NW 51ST ST, NW 52ND ST, NW 53RD ST, NW 54TH ST, NW 55TH ST, NW 56TH ST, NW 57TH ST, NW 58TH ST, NW 59TH ST, NW 60TH ST, NW 61ST ST, NW 62ND ST, NW 63RD ST, NW 64TH ST, NW 65TH ST, NW 66TH ST, NW 67TH ST, NW 68TH ST, NW 69TH ST, NW 70TH ST, NW 71ST ST, NW 72ND ST, NW 73RD ST, NW 74TH ST, NW 75TH ST, NW 76TH ST, NW 77TH ST, NW 78TH ST, NW 79TH ST, NW 80TH ST, NW 81ST ST, NW 82ND ST, NW 83RD ST, NW 84TH ST, NW 85TH ST, NW 86TH ST, NW 87TH ST, NW 88TH ST, NW 89TH ST, NW 90TH ST, NW 91ST ST, NW 92ND ST, NW 93RD ST, NW 94TH ST, NW 95TH ST. The labels are oriented vertically or horizontally to match the street they identify.

0 225 ft

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**Close**

Folio No.:	30-3101-000-0140
Property:	9299 NW 7 AVE
Mailing Address:	THOMAS GERARD TR & L LEIBERMANN  2331 BAY VIEW LN NO MIAMI FL 33140-0000

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0065 PARKING LOT
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	31,669 SQ FT
Year Built:	1975
Legal Description:	1 53 41 .72 AC M/L BEG 50FT E OF SW COR OF N1/2 OF SW1/4 OF NW1/4 OF SW1/4 E268.38 FT N118FT W268.71FT S118FT TO POB LOT SIZE IRREGULAR

Sale O/R:	000000000
Sale Date:	12/1974
Sale Amount:	\$180,000

Year:	2003	2002
Land Value:	\$55,151	\$55,151
Building Value:	\$41,070	\$38,272
Market Value:	\$96,221	\$93,423
Assessed Value:	\$96,221	\$93,423
Total Exemptions:	\$0	\$0
Taxable Value:	\$96,221	\$93,423

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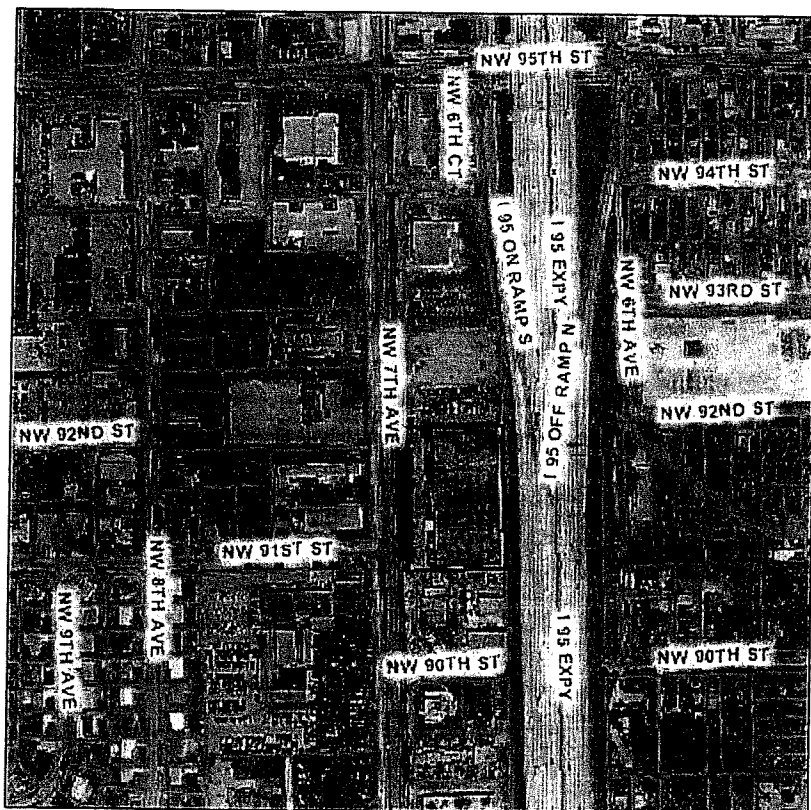
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## Property Information Map



0 225 ft

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### Summary Details:

Folio No.:	30-3101-000-0010
Property:	9101 NW 7 AVE
Mailing Address:	LEONARD & SHIRLEY LIEBERMANN TR & WM R & JAMESL & JOHN K GERARD 2644 ELLENTOWN RD LA JOLLA CA 92037-

### Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0032 LIGHT MANUFACTURING
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	70,999
Lot Size:	102,381 SQ FT
Year Built:	1969
Legal Description:	1 53 41 2.35 AC M/L S1/2 OF SW1/4 OF NW1/4 OF SW1/4 LYG W OF EXPWY & W314.22FT OF N66FT OF SW1/4 OF SW1/4 LESS W50FT FOR ST THEREOF LOT SIZE IRREG

### Sale Information:

Sale O/R:	
Sale Date:	5/1999
Sale Amount:	\$0

### Assessment Information:

Year:	2003	2002
Land Value:	\$182,867	\$182,867
Building Value:	\$517,130	\$517,130
Market Value:	\$699,997	\$699,997
Assessed Value:	\$699,997	\$699,997
Total Exemptions:	\$0	\$0
Taxable Value:	\$699,997	\$699,997

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(10)

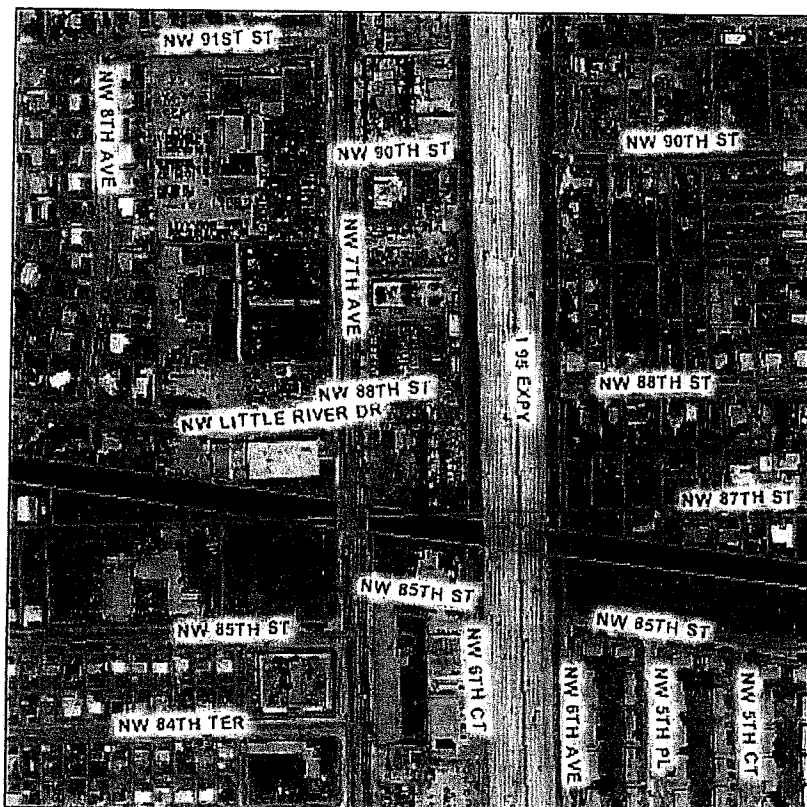
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## Property Information Map



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### Summary Details:

Folio No.:	30-3101-002-0030
Property:	9001 NW 7 AVE
Mailing Address:	KANSAS CITY PROPERTIES INC 12540 NW 20 ST PEMBROKE PINE FL 33028-

### Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	3,432
Lot Size:	39,618 SQ FT
Year Built:	1950
Legal Description:	1 53 41 1 AC PL OF HOME ACRES PB 39-22 W1/2 OF LOTS 1 & 2 LESS W15FT BLK 1 PER UNITY OF TITLE TO DADE CO LOT SIZE 258.940 X 153

### Sale Information:

Sale O/R:	20028-1803
Sale Date:	2/1987
Sale Amount:	\$240,000

### Assessment Information:

Year:	2003	2002
Land Value:	\$91,300	\$91,300
Building Value:	\$154,335	\$145,716
Market Value:	\$245,635	\$237,016
Assessed Value:	\$245,635	\$237,016
Total Exemptions:	\$0	\$0
Taxable Value:	\$245,635	\$237,016

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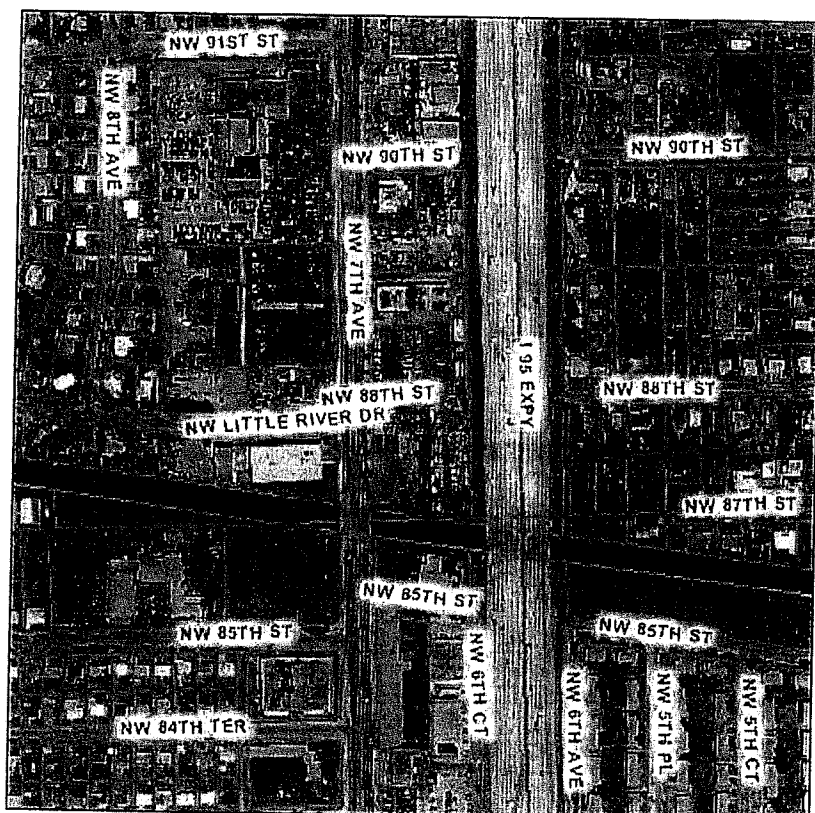
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## Property Information Map



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## Summary Details:

Folio No.:	30-3101-002-0010
Property:	663-675 NW 90 ST
Mailing Address:	LOUIS M PENZI & W DOROTHY
	11445 W BISCAYNE CANAL RD NO MIAMI FL 33161-6663

## Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0036 HEAVY INDUSTRIAL OR LUMBER YARD
Beds/Baths:	0/0
Floors:	2
Living Units:	0
Adj Sq Footage:	6,194
Lot Size:	29,185 SQ FT
Year Built:	1963
Legal Description:	1 53 41 .67 AC PB 39-22 PL HOME ACRES W1/2 OF E1/2 OF LOTS 1 & 2 & W28.61FT OF E1/2 OF E1/2 OF LOTS 1 & 2 BLK 1 LOT SIZE 29185 SQ FT

## Sale Information:

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

## Assessment Information:

Year:	2003	2002
Land Value:	\$29,185	\$29,185
Building Value:	\$153,778	\$147,593
Market Value:	\$182,963	\$176,778
Assessed Value:	\$182,963	\$176,778
Total Exemptions:	\$0	\$0
Taxable Value:	\$182,963	\$176,778



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MIAMI-DADE

NW 91ST ST

NW 8TH AVE

NW 90TH ST

NW 7TH AVE

NW 88TH ST

NW LITTLE RIVER DR

195 EXPR

NW 87TH ST

NW 85TH ST

NW 84TH TER

NW 6TH CT

NW 5TH CT

NW 5TH PL

NW 6TH AVE

0 225 ft

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Folio No.:	30-3101-002-0130
Property:	8995 NW 7 AVE
Mailing Address:	ALL LAND INC 5625 NW 7 AVE MIAMI FL 33127-1403

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0011 RETAIL
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	3,479
Lot Size:	17,500 SQ FT
Year Built:	1953
Legal Description:	1 53 41 .40 AC PL OF HOME ACRES PB 39-22 THE N140FT OF W140FT LESS ST OF LOT 1 BLK 2 LOT SIZE 140.000 X 125 OR 16631-3190 1294 4

Sale O/R:	14769-3083
Sale Date:	10/1990
Sale Amount:	\$745,000

<b>Year:</b>	<b>2003</b>	<b>2002</b>
<b>Land Value:</b>	<b>\$47,280</b>	<b>\$42,552</b>
<b>Building Value:</b>	<b>\$252,751</b>	<b>\$215,047</b>
<b>Market Value:</b>	<b>\$300,031</b>	<b>\$257,599</b>
<b>Assessed Value:</b>	<b>\$300,031</b>	<b>\$257,599</b>
<b>Total Exemptions:</b>	<b>\$0</b>	<b>\$0</b>
<b>Taxable Value:</b>	<b>\$300,031</b>	<b>\$257,599</b>



**Close**

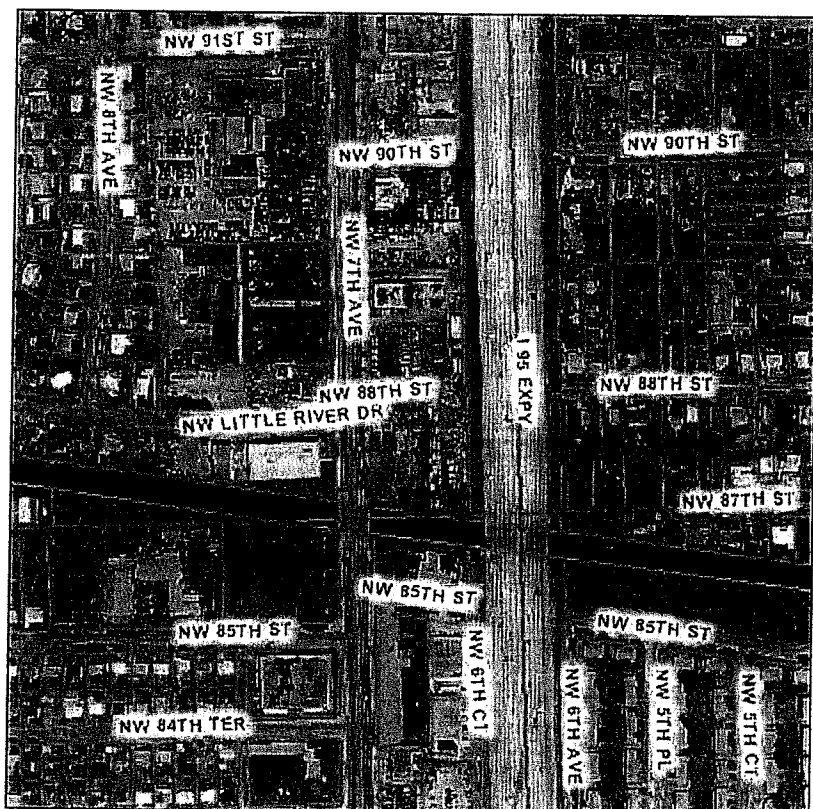
13

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**Property Information Map**



0 225 ft

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**Close**

**Summary Details:**

Folio No.:	30-3101-002-0110
Property:	
Mailing Address:	WILLIE H TAYLOR & W LULA M
	5625 NW 7 AVE MIAMI FL 33127-1403

**Property Information:**

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0081 VACANT LAND
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	21,614 SQ FT
Year Built:	0
Legal Description:	1 53 41 .5 AC M/L PL OF HOME ACRES PB 39-22 LOT 1 LESS N140FT OF W140FT & LESS W15FT THEREOF BLK 2 LOT SIZE 21614 SQ FT OR 14769-3083 1090 2 (3)

**Sale Information:**

Sale O/R:	14769-3083
Sale Date:	10/1990
Sale Amount:	\$745,000

**Assessment Information:**

Year:	2003	2002
Land Value:	\$24,842	\$24,842
Building Value:	\$0	\$0
Market Value:	\$24,842	\$24,842
Assessed Value:	\$24,842	\$24,842
Total Exemptions:	\$0	\$0
Taxable Value:	\$24,842	\$24,842

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# My Home

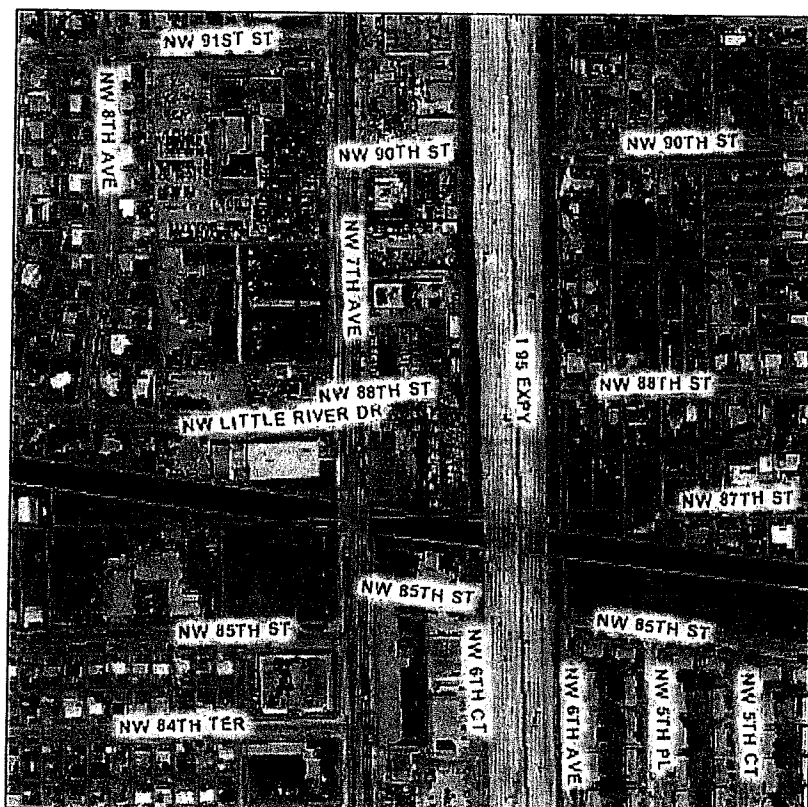
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## Property Information Map



0 225 ft

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## Summary Details:

Folio No.:	30-3101-002-0120
Property:	8945 NW 7 AVE
Mailing Address:	WILLIE H TAYLOR & W LULA M
	5625 NW 7 AVE MIAMI FL 33127-1403

## Property Information:

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0011 RETAIL
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	2,705
Lot Size:	32,978 SQ FT
Year Built:	1955
Legal Description:	1 53 41 .76 AC M/L PL OF HOME ACRES PB 39-22 N125FT OF LOT 2 LESS ST BLK 2 LOT SIZE 32978 SQ FT OR 14769-3083 1090 2 (3)

## Sale Information:

Sale O/R:	14769-3083
Sale Date:	10/1990
Sale Amount:	\$745,000

## Assessment Information:

Year:	2003	2002
Land Value:	\$57,853	\$54,960
Building Value:	\$144,020	\$128,832
Market Value:	\$201,873	\$183,792
Assessed Value:	\$201,873	\$183,792
Total Exemptions:	\$0	\$0
Taxable Value:	\$201,873	\$183,792

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MIAMI-DADE

## An aerial photograph of a city block, likely in the Northwest quadrant of a city. The image is grainy and black and white. Several streets are labeled with white text on black backgrounds. The labels are: NW 91ST ST (top left), NW 8TH AVE (left side, vertical), NW 90TH ST (top center), NW 7TH AVE (center, vertical), NW 88TH ST (center right), NW 87TH ST (right side), NW 85TH ST (bottom center), NW 84TH TER (bottom left), NW 6TH AVE (bottom right, vertical), NW 5TH PL (bottom right, vertical), NW 5TH CT (bottom right, vertical), NW 6TH CT (center bottom, vertical), and 195 EXY (center, vertical). The streets are arranged in a grid pattern, with some streets running horizontally and others vertically. The area appears to be a mix of residential and commercial buildings, with some open spaces and parking lots visible.

0 225 ft

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Folio No.:	30-3101-042-0010
Property:	8901 NW 7 AVE
Mailing Address:	LANGER HOLDINGS CORPORATION
	8901 NW 7 AVE MIAMI FL 33150-2305

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/4
Floors:	1
Living Units:	0
Adj Sq Footage:	13,112
Lot Size:	185,821 SQ FT
Year Built:	1950
Legal Description:	SPITZER TRACT PB 92-28 4.27 AC TRACTS A & B & LAND LYG S & ADJ TO C/L OF LITTLE RIVER CANAL OR 17569-4981 0197 6

Sale O/R:	17569-4981
Sale Date:	1/1997
Sale Amount:	\$950,000

Year:	2003	2002
Land Value:	\$305,480	\$305,480
Building Value:	\$536,178	\$482,391
Market Value:	\$841,658	\$787,871
Assessed Value:	\$841,658	\$787,871
Total Exemptions:	\$0	\$0
Taxable Value:	\$841,658	\$787,871



**Close**

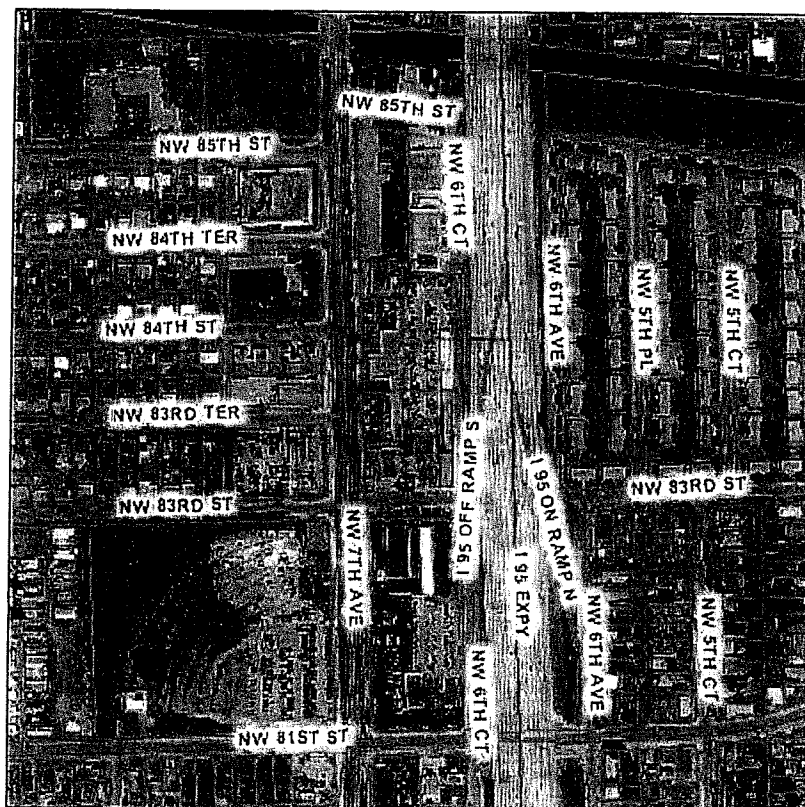
16

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## Property Information Map

0 ~~XXXXXXXXXXXX~~ 225 ft

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**Close**

### Summary Details:

Folio No.:	30-3112-000-0080
Property:	8501 NW 7 AVE
Mailing Address:	SUPERIOR LIGHTING CENTER INC 19355 TURNBERRY WAY UNIT 23A AVENTURA FL 33180-2543

**Property Information:**

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0036 HEAVY INDUSTRIAL OR LUMBER YARD
Beds/Baths:	0/0
Floors:	2
Living Units:	0
Adj Sq Footage:	9,491
Lot Size:	44,138 SQ FT
Year Built:	1967
Legal Description:	12 53 41 .74 AC W310.09FT M/L OF N1/2 OF NW1/4 OF NW1/4 LYG BETW N R/W/L NW 85 ST RD & S/L LR CANAL & LESS ST LOT SIZE IRREGULAR

**Sale Information:**

Sale O/R:	096751409
Sale Date:	4/1977
Sale Amount:	\$1

**Assessment Information:**

Year:	2003	2002
Land Value:	\$73,465	\$73,465
Building Value:	\$285,650	\$273,111
Market Value:	\$359,115	\$346,576
Assessed Value:	\$359,115	\$346,576
Total Exemptions:	\$0	\$0
Taxable Value:	\$359,115	\$346,576

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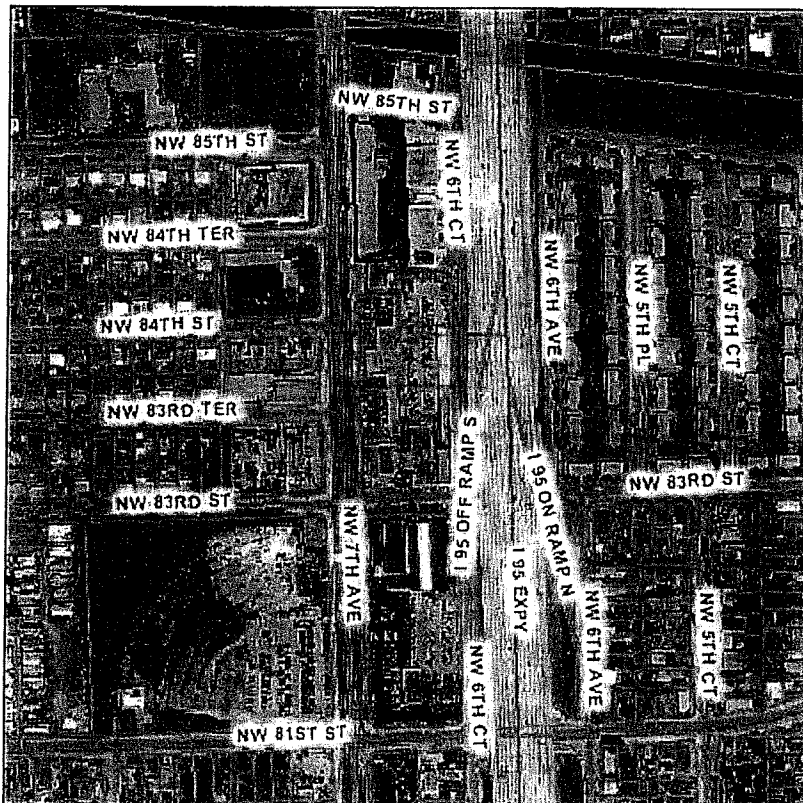
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## Property Information Map



0 225 ft

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### Summary Details:

Folio No.:	30-3112-000-0090
Property:	8485 NW 7 AVE
Mailing Address:	EDITH S PERROT % BENJAMIN PERROT 6115 LAKE BRANDT RD GREENSBORO NC 27455-

**Property Information:**

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	676
Lot Size:	58,462 SQ FT
Year Built:	1952
Legal Description:	12 53 41 1.35 AC M/L BEG AT SE COR 7 AVE & 85 ST RD TH S400FT E150FT N TO S/L 85 ST NW TO POB LOT SIZE IRREGULAR OR 11853-1801 0683 4

**Sale Information:**

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

**Assessment Information:**

Year:	2003	2002
Land Value:	\$149,088	\$149,088
Building Value:	\$63,477	\$60,117
Market Value:	\$212,565	\$209,205
Assessed Value:	\$212,565	\$209,205
Total Exemptions:	\$0	\$0
Taxable Value:	\$212,565	\$209,205

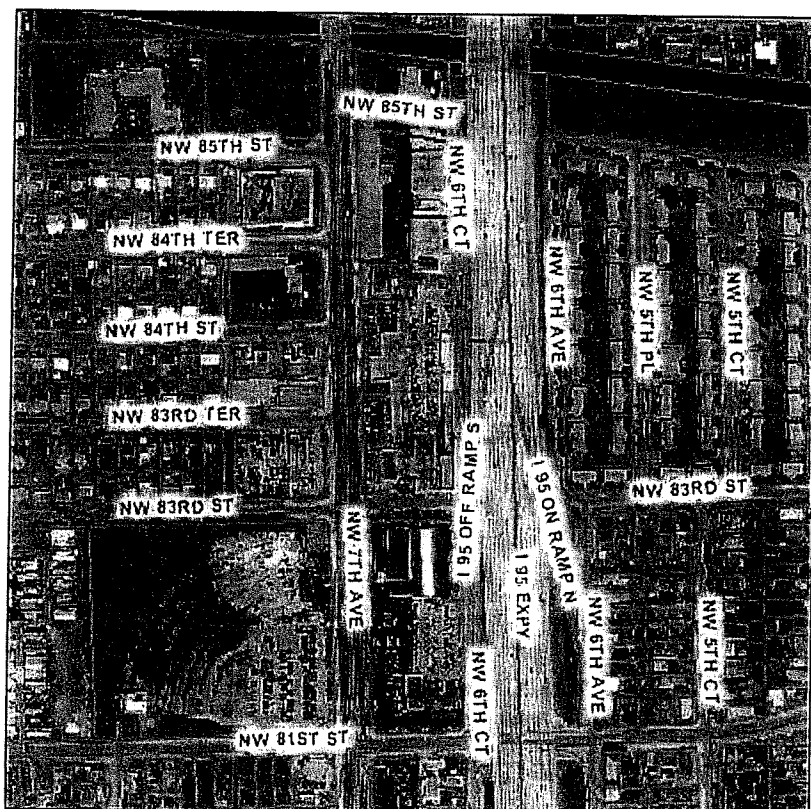
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## Property Information Map



0 225 ft

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## Summary Details:

Folio No.:	30-3112-090-0010
Property:	660 NW 85 RD
Mailing Address:	SORRENTO PARTNERSHIP 1901 SERVICE ST JACKSONVILLE FL 32207-

## Property Information:

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0037 WAREHOUSE OR STORAGE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	10,945
Lot Size:	25,461 SQ FT
Year Built:	1963
Legal Description:	PLISSNER SUB PB 75-96 LOTS 1-2 & 3 LOT SIZE 25461 SQUARE FEET OR 16908-794 0895 5

## Sale Information:

Sale O/R:	15354-3416
Sale Date:	1/1992
Sale Amount:	\$200,000

## Assessment Information:

Year:	2003	2002
Land Value:	\$28,007	\$28,007
Building Value:	\$275,546	\$250,179
Market Value:	\$303,553	\$278,186
Assessed Value:	\$303,553	\$278,186
Total Exemptions:	\$0	\$0
Taxable Value:	\$303,553	\$278,186

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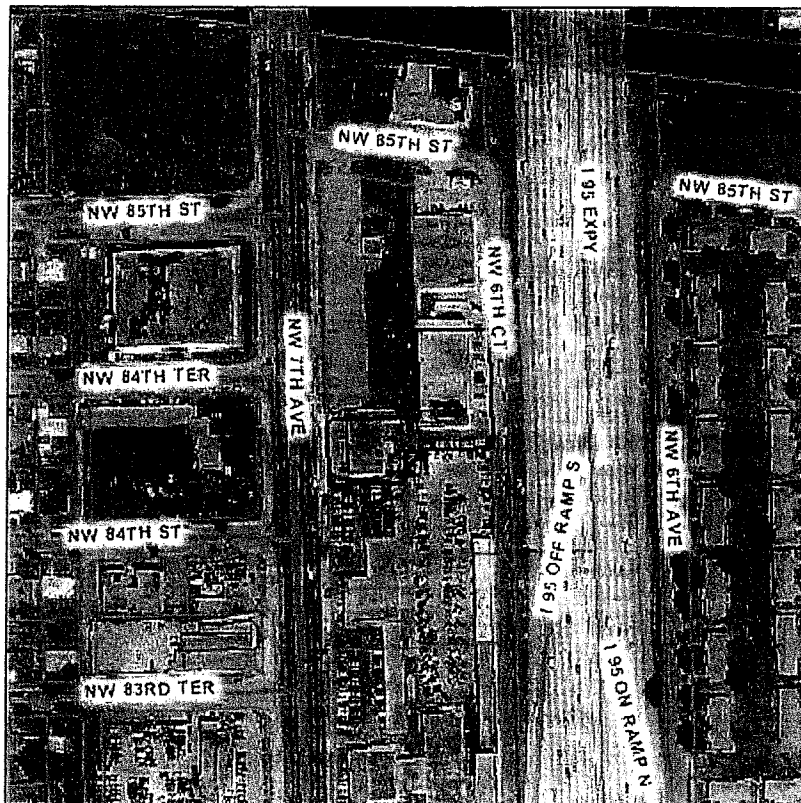
19

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## Property Information Map



0 — 126 ft

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## Summary Details:

Folio No.:	30-3112-090-0040
Property:	8421-31 NW 7 AVE
Mailing Address:	PLISSNER FLORIDA CORP & WM & MARTIN PLISSNER ETAL TRS 9628 NE 2 AVE STE A MIAMI SHORES FL 33138-2767

## Property Information:

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	18,037
Lot Size:	35,321 SQ FT
Year Built:	1963
Legal Description:	PLISSNER SUB PB 75-96 LOTS 4 THRU 7 PER UNITY OF TITLE PR ADD 8421-31 NW 7 AVE LOT SIZE IRREGULAR OR 15917- 0812-15 0593 4

## Sale Information:

Sale O/R:	
Sale Date:	5/1993
Sale Amount:	\$0

## Assessment Information:

Year:	2003	2002
Land Value:	\$56,853	\$56,853
Building Value:	\$391,346	\$371,201
Market Value:	\$448,199	\$428,054
Assessed Value:	\$448,199	\$428,054
Total Exemptions:	\$0	\$0
Taxable Value:	\$448,199	\$428,054

148



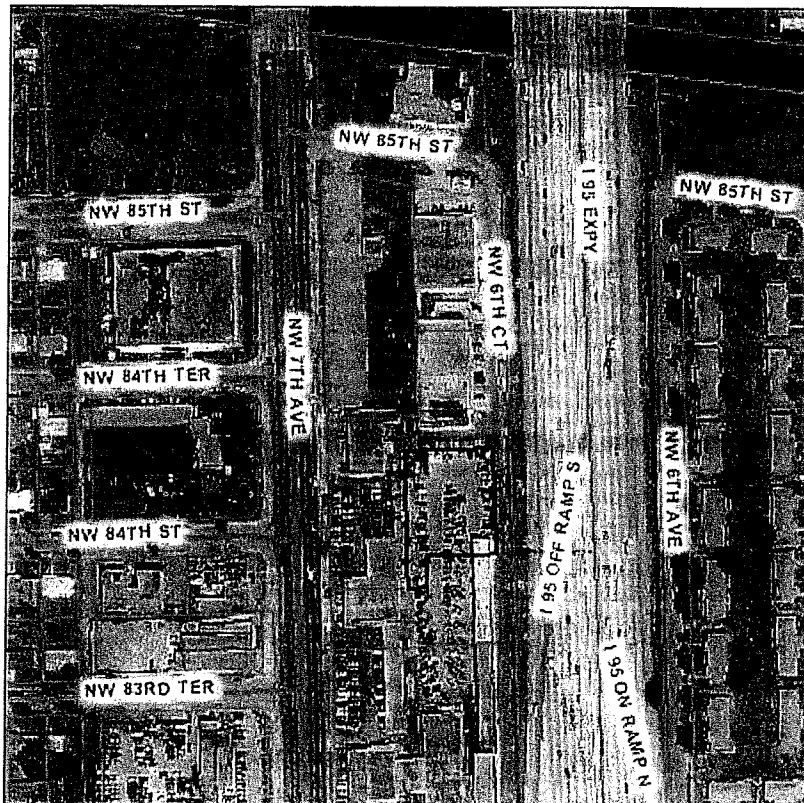
20

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**Property Information Map**



0 126 ft

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**Close**

**Summary Details:**

Folio No.:	30-3112-000-0103
Property:	
Mailing Address:	BURTON S KAHN
	8301 NW 7 AVE MIAMI FLA 33150-2701

**Property Information:**

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0081 VACANT LAND
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	23,720 SQ FT
Year Built:	0
Legal Description:	12 53 41 .54 AC BEG 500FTS & 120FTE OF SE COR OF NW 7TH AVE & 85TH ST RD S167.33FT E30FT N50FT E110FT N170FT W110FT S52.67FT W30FT TO POB LOT SIZE 23720 SQUARE FEET

**Sale Information:**

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

**Assessment Information:**

Year:	2003	2002
Land Value:	\$23,720	\$23,720
Building Value:	\$0	\$0
Market Value:	\$23,720	\$23,720
Assessed Value:	\$23,720	\$23,720
Total Exemptions:	\$0	\$0
Taxable Value:	\$23,720	\$23,720

149

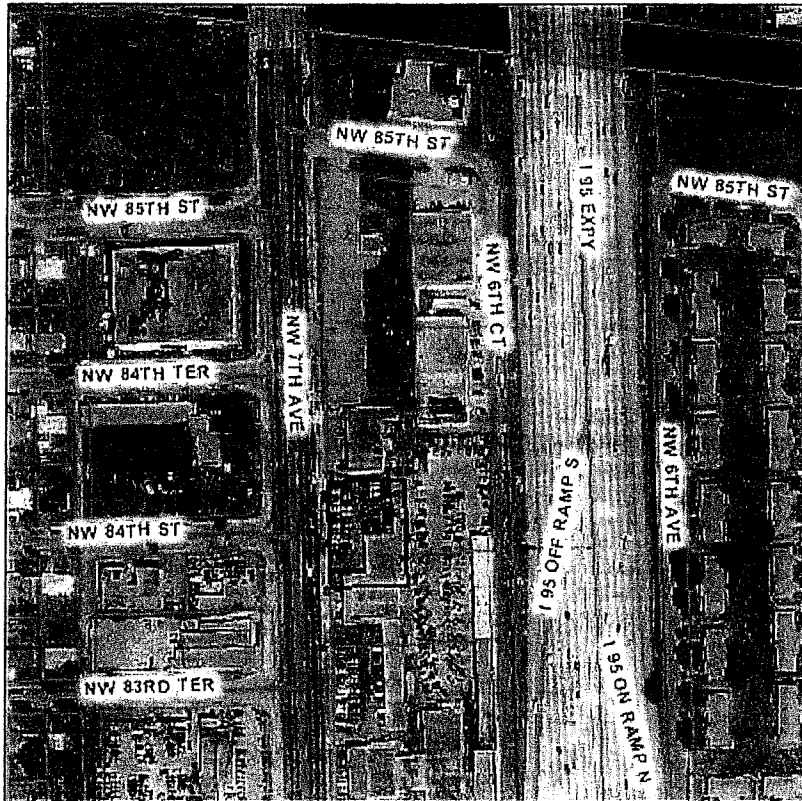
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## Property Information Map



0 — 126 ft

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Close

## Summary Details:

Folio No.:	30-3112-000-0101
Property:	8401 NW 7 AVE
Mailing Address:	BURTON S KAHN 8301 NW 7 AVE MIAMI FLA 33150-2701

## Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	2,773
Lot Size:	20,080 SQ FT
Year Built:	1962
Legal Description:	12 53 41 .46 AC BEG 500FTS OF SE COR OF NW 7TH AVE & 85TH ST RD S167.33FT E120FT N167.33FT W120FT TO POB LOT SIZE 167.330 X 120 OR 11275-1655 0881 4

## Sale Information:

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

## Assessment Information:

Year:	2003	2002
Land Value:	\$53,713	\$53,713
Building Value:	\$62,341	\$57,474
Market Value:	\$116,054	\$111,187
Assessed Value:	\$116,054	\$111,187
Total Exemptions:	\$0	\$0
Taxable Value:	\$116,054	\$111,187

r50



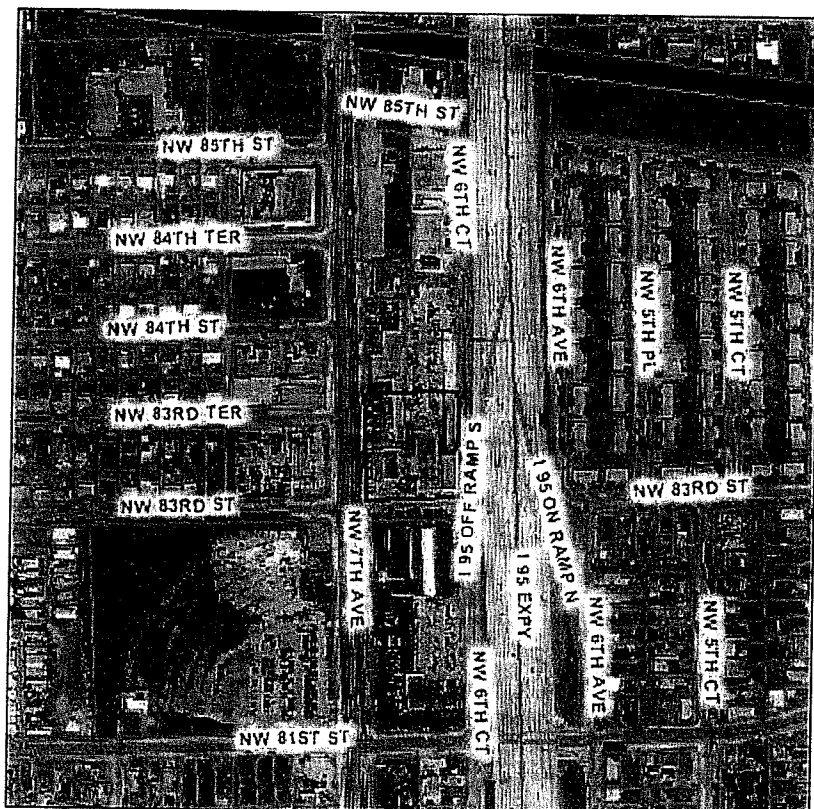
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## Property Information Map

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**Close**

### Summary Details:

Folio No.:	30-3112-000-0100
Property:	8301 NW 7 AVE
Mailing Address:	FRANK SOAR & W PATRICIA  4008 SW 52 AVE HOLLYWOOD FL 33023-

**Property Information:**

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	27,827
Lot Size:	78,408 SQ FT
Year Built:	1955
Legal Description:	12 53 41 1.80 AC M/L BEG 767.33FT S OF SE COR 7 AVE & 85 ST RD S300FT E ALG N/L 83 ST 260FT N300FT W TO POB LOT SIZE IRREGULAR OR 12130-0789 0484 5

**Sale Information:**

Sale O/R:	
Sale Date:	4/1984
Sale Amount:	\$0

**Assessment Information:**

Year:	2003	2002
Land Value:	\$131,488	\$131,488
Building Value:	\$226,689	\$226,689
Market Value:	\$358,177	\$358,177
Assessed Value:	\$358,177	\$358,177
Total Exemptions:	\$0	\$0
Taxable Value:	\$358,177	\$358,177

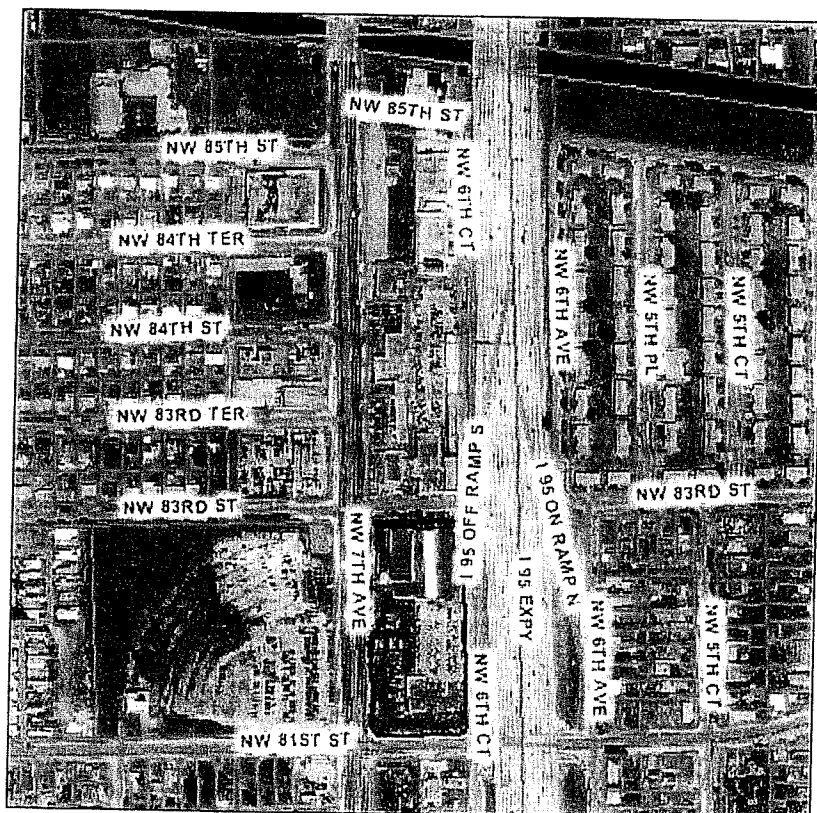
24

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**Property Information Map**



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**PRINT**

**Summary Details:**

Folio No.:	30-3112-000-0020
Property:	8101 NW 7 AVE
Mailing Address:	FRANK SOAR & W PATRICIA
	4008 SW 52 AVE HOLLYWOOD FL 33023-

**Property Information:**

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0011 RETAIL
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	33,517
Lot Size:	177,290 SQ FT
Year Built:	1961
Legal Description:	12 53 41 4.07 AC W1/2 OF NW1/4 OF SW1/4 OF NW1/4 LESS W50FT & N25FT & S25FT FOR STREETS PR ADD 8101-45 NW 7 AVE LOT SIZE IRREGULAR

**Sale Information:**

Sale O/R:	
Sale Date:	0/0
Sale Amount:	\$0

**Assessment Information:**

Year:	2003	2002
Land Value:	\$282,911	\$282,911
Building Value:	\$1,316,519	\$1,186,666
Market Value:	\$1,599,430	\$1,469,577
Assessed Value:	\$1,599,430	\$1,469,577
Total Exemptions:	\$0	\$0
Taxable Value:	\$1,599,430	\$1,469,577

153

# My Home

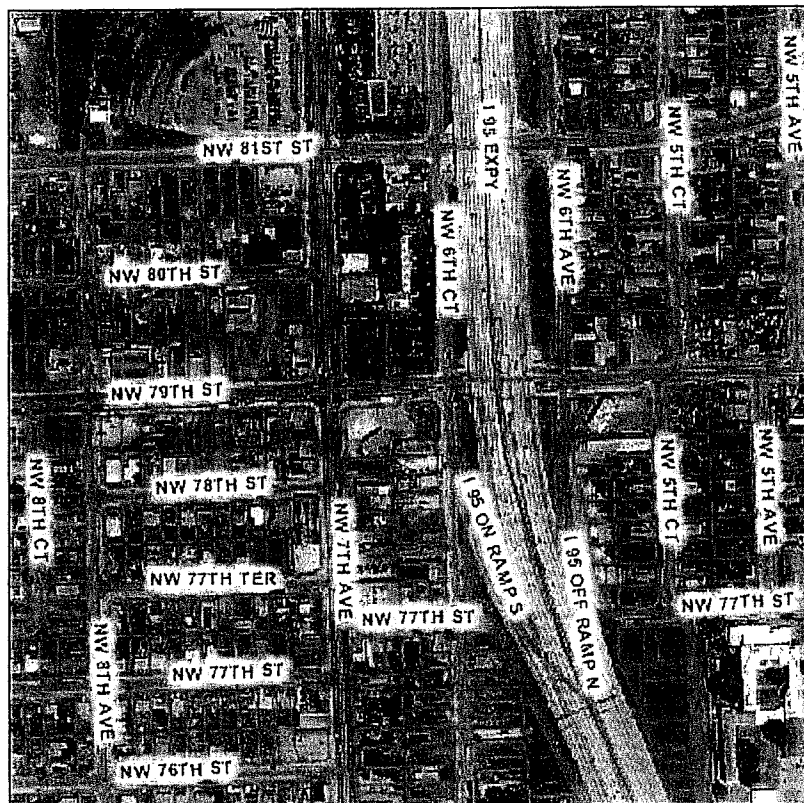
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MIAMI-DADE

## Property Information Map



0 225 ft

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Close

## Summary Details:

Folio No.:	30-3112-091-0010
Property:	7927 NW 7 AVE
Mailing Address:	MALIBU LODGING INVESTMENTS LLC
	7901 NW 7 AVE MIAMI FL 33150-3103

## Property Information:

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0022 MOTEL
Beds/Baths:	200/200
Floors:	1
Living Units:	200
Adj Sq Footage:	98,340
Lot Size:	79,497 SQ FT
Year Built:	1969
Legal Description:	12 53 41 1.825 AC M/L FRANCINE HEIGHTS PB 85-37 TRACT A LOT SIZE 79497 SQUARE FEET OR 19215-3937 0700 6 (3)

## Sale Information:

Sale O/R:	19215-3937
Sale Date:	7/2000
Sale Amount:	\$1,700,000

## Assessment Information:

Year:	2003	2002
Land Value:	\$278,240	\$278,240
Building Value:	\$1,317,760	\$1,317,760
Market Value:	\$1,596,000	\$1,596,000
Assessed Value:	\$1,596,000	\$1,596,000
Total Exemptions:	\$0	\$0
Taxable Value:	\$1,596,000	\$1,596,000

154



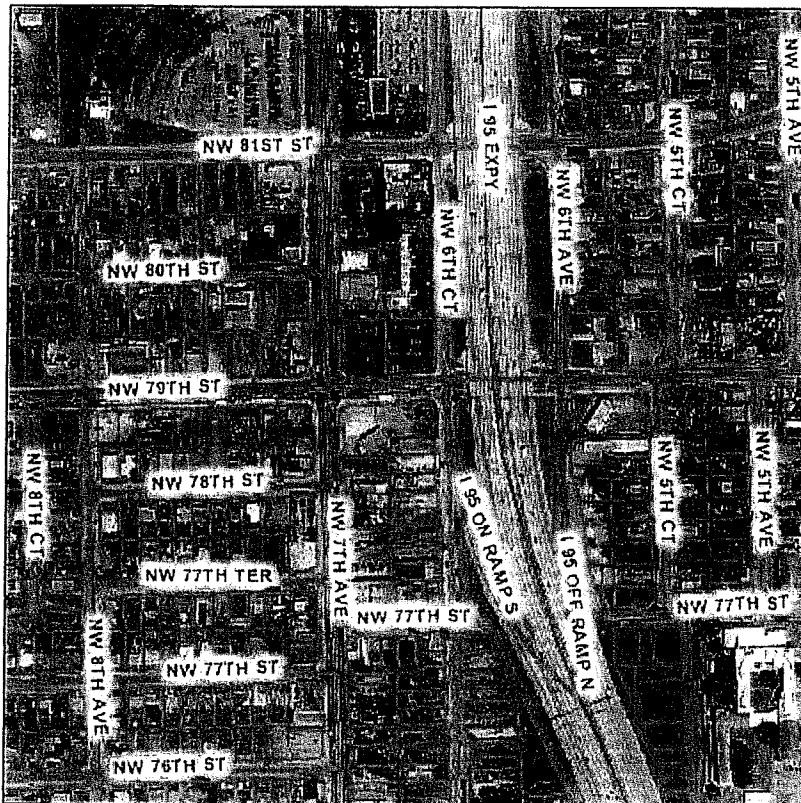
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## Property Information Map



0 225 ft

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**Close**

### Summary Details:

Folio No.:	30-3112-020-0190
Property:	8028 NW 6 CT
Mailing Address:	LAZARO O VALDES 16915 NE 4 PL NO MIAMI BEACH FL 33162-3924

**Property Information:**

Primary Zone:	4000 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	1,897
Lot Size:	20,250 SQ FT
Year Built:	1965
Legal Description:	LITTLE RIVER HIGHLANDS A SUB PB 13-77 LOTS 39 THRU 41 BLK 1 LOT SIZE 20250 SQ FT OR 13495-4123 0787 1

**Sale Information:**

Sale O/R:	13495-4123
Sale Date:	7/1987
Sale Amount:	\$145,000

**Assessment Information:**

Year:	2003	2002
Land Value:	\$81,000	\$81,000
Building Value:	\$28,451	\$26,941
Market Value:	\$109,451	\$107,941
Assessed Value:	\$109,451	\$107,941
Total Exemptions:	\$0	\$0
Taxable Value:	\$109,451	\$107,941

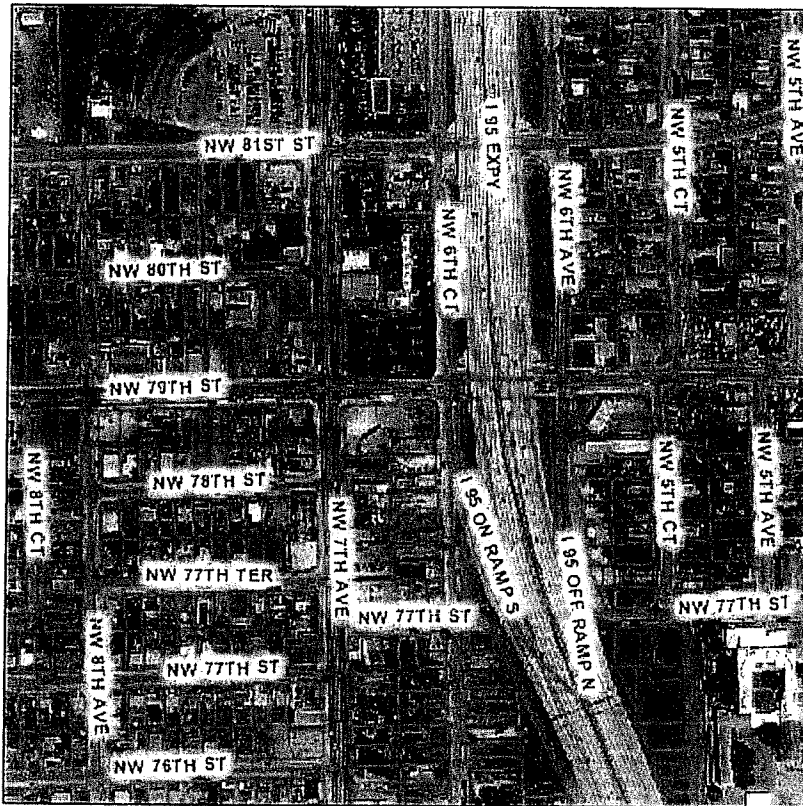
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MIAMI-DADE

## Property Information Map



0 225 ft

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Close

## Summary Details:

Folio No.:	01-3112-099-0020
Property:	7925 NW 7 AVE
Mailing Address:	MALIBU LODGING INVESTMENTS LLC
	7901 NW 7 AVE MIAMI FL 33150-3103

## Property Information:

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0065 PARKING LOT
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	1
Lot Size:	20,061 SQ FT
Year Built:	1970
Legal Description:	12 53 41 0.461 AC M/L PB 90-86 FRANCINE HEIGHTS FIRST ADDN TRACT C LOT SIZE 20061 SQUARE FEET OR 19215-3937 0700 6 (3)

## Sale Information:

Sale O/R:	19215-3937
Sale Date:	7/2000
Sale Amount:	\$1,700,000

## Assessment Information:

Year:	2003	2002
Land Value:	\$50,153	\$50,153
Building Value:	\$22,245	\$20,686
Market Value:	\$72,398	\$70,839
Assessed Value:	\$72,398	\$70,839
Total Exemptions:	\$0	\$0
Taxable Value:	\$72,398	\$70,839

156



28

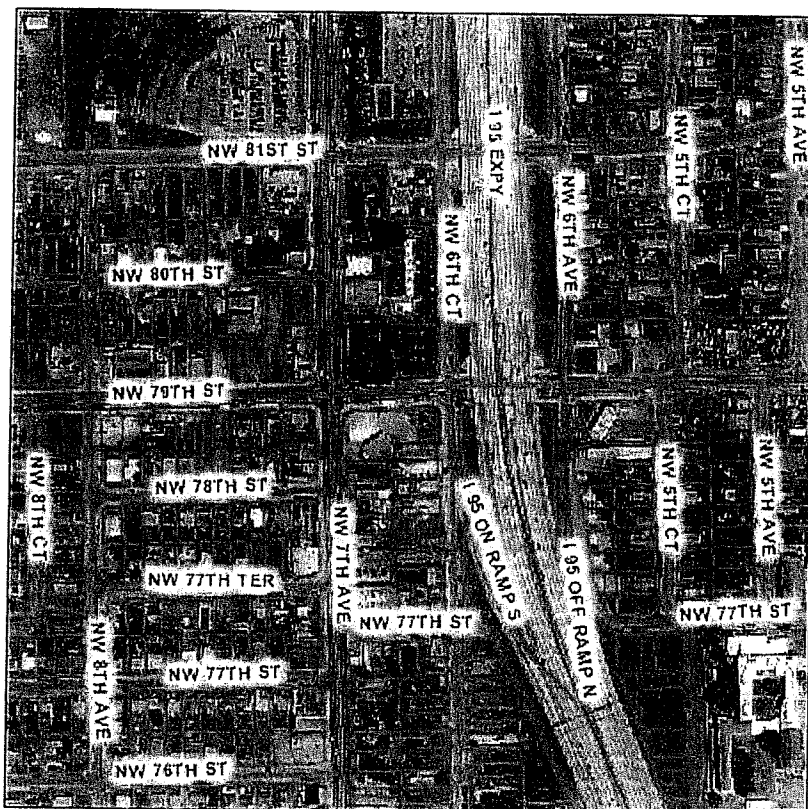
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## Property Information Map



0 225 ft

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### Summary Details:

Folio No.:	01-3112-099-0010
Property:	7901-31 NW 7 AVE
Mailing Address:	MALIBU LODGING INVESTMENTS LLC 660 NW 81 ST MIAMI FL 33150-2717

### Property Information:

Primary Zone:	6600 LIBERAL COMMERCIAL
CLUC:	0019 COMMERCIAL- MIXED USE
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	2,741
Lot Size:	20,061 SQ FT
Year Built:	1938
Legal Description:	12 53 41 0.461 AC M/L PB 90-86 FRANCINE HEIGHTS FIRST ADDN TRACT B LOT SIZE IRREGULAR OR 19215-3937 0700 6 (3)

### Sale Information:

Sale O/R:	19215-3937
Sale Date:	7/2000
Sale Amount:	\$1,700,000

### Assessment Information:

Year:	2003	2002
Land Value:	\$72,653	\$72,653
Building Value:	\$87,729	\$83,400
Market Value:	\$160,382	\$156,053
Assessed Value:	\$160,382	\$156,053
Total Exemptions:	\$0	\$0
Taxable Value:	\$160,382	\$156,053

157

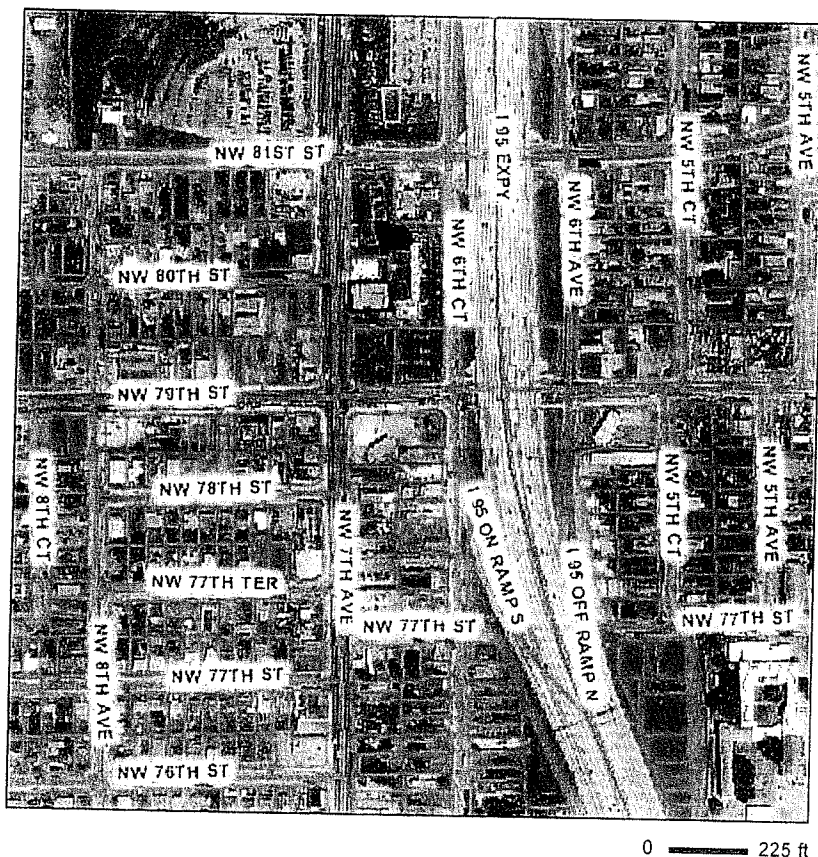
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**Property Information Map**



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Print

**Summary Details:**

Folio No.:	30-3112-020-0050
Property:	7933 NW 7 AVE
Mailing Address:	TROPICAL GLASS & CONSTR CO
	7933 NW 7 AVE MIAMI FLA 33150-3103

**Property Information:**

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0032 LIGHT MANUFACTURING
Beds/Baths:	0/0
Floors:	1
Living Units:	0
Adj Sq Footage:	7,040
Lot Size:	8,250 SQ FT
Year Built:	1951
Legal Description:	LITTLE RIVER HIGHLANDS A SUB PB 13-77 LOTS 14 THRU 16 LESS W15FT FOR R/W BLK 1 LOT SIZE 75.000 X 110 OR 9597 391

**Sale Information:**

Sale O/R:	000000000
Sale Date:	2/1977
Sale Amount:	\$85,000

**Assessment Information:**

Year:	2003	2002
Land Value:	\$23,175	\$23,175
Building Value:	\$91,243	\$83,739
Market Value:	\$114,418	\$106,914
Assessed Value:	\$114,418	\$106,914
Total Exemptions:	\$0	\$0
Taxable Value:	\$114,418	\$106,914

158

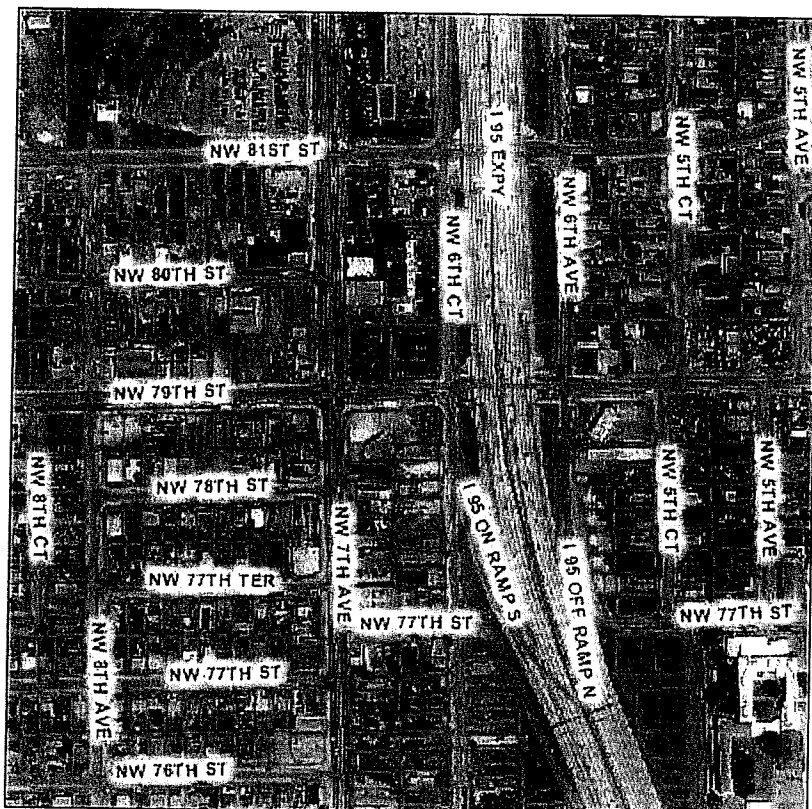
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**Close**

**Summary Details:**

Folio No.:	30-3112-020-0020
Property:	
Mailing Address:	TROPICAL GLASS & CONSTR CO
	7933 NW 7 AVE MIAMI FLA 33150-3103

**Property Information:**

Primary Zone:	6400 COMMERCIAL, MEDIUM INTENSITY
CLUC:	0081 VACANT LAND
Beds/Baths:	0/0
Floors:	0
Living Units:	0
Adj Sq Footage:	0
Lot Size:	8,250 SQ FT
Year Built:	0
Legal Description:	LITTLE RIVER HIGHLANDS A SUB PB 13-77 LOTS 11 THRU 13 LESS W15FT FOR R/W BLK 1 LOT SIZE 75.000 X 110 OR 9597 391

**Sale Information:**

Sale O/R:	0000000000
Sale Date:	2/1977
Sale Amount:	\$85,000

**Assessment Information:**

Year:	2003	2002
Land Value:	\$23,175	\$23,175
Building Value:	\$0	\$0
Market Value:	\$23,175	\$23,175
Assessed Value:	\$23,175	\$23,175
Total Exemptions:	\$0	\$0
Taxable Value:	\$23,175	\$23,175

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**PRIMARY DEVELOPMENT PROJECT - MIAMI DADE  
ESTIMATED CONSTRUCTION COSTS**

FRANCHISE	Dealership 1	Dealership 2	Dealership 3	Dealership 4	Dealership 5	Dealership 6	Total
Building Size	40,000	20,000	30,000	10,000	50,000	15,000	165,000
Price per Sq. Ft.	\$ 135	\$ 100	\$ 150	\$ 100	\$ 135	\$ 150	
<b>Total Building Costs</b>	<b>\$ 5,400,000</b>	<b>\$ 2,000,000</b>	<b>\$ 4,500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 6,750,000</b>	<b>\$ 2,250,000</b>	<b>\$ 21,900,000</b>
Lighting							\$900,000
Landscaping							\$ 1,300,000
Black Top							\$ 3,400,000
<b>TOTAL COSTS</b>							<b>\$ 27,500,000</b>

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**TABLE 2**  
**TAX INCREMENT FINANCING PROJECTION**  
includes Primary Redevelopment Project\*  
**7th AVENUE CORRIDOR (MIAMI-DADE COUNTY)**

TIF YEAR	FISCAL YEAR	TOTAL TAXABLE VALUE	ANNUAL TIF
1	2004/05	\$55,528,235	\$18,023
2	2005/06	\$57,610,544	\$34,672
3	2006/07	\$89,770,939	\$291,801
4	2007/08	\$119,770,939	\$531,657
5	2008/09	\$131,568,376	\$625,979
6	2009/10	\$144,527,862	\$729,593
7	2010/11	\$158,763,856	\$843,413
8	2011/12	\$174,402,096	\$968,444
9	2012/03	\$191,580,702	\$1,105,790
10	2013/14	\$210,451,401	\$1,256,665
11	2014/15	\$231,180,864	\$1,422,401
12	2015/16	\$253,952,180	\$1,604,462
13	2016/17	\$278,966,469	\$1,804,457
14	2017/18	\$306,444,666	\$2,024,150
15	2018/19	\$336,629,466	\$2,265,484
16	2019/20	\$369,787,468	\$2,530,589
17	2020/21	\$406,211,534	\$2,821,806
18	2021/22	\$446,223,370	\$3,141,709
19	2022/23	\$490,176,372	\$3,493,122
20	2023/24	\$538,458,745	\$3,879,149
21	2024/25	\$591,496,931	\$4,303,200
22	2025/26	\$649,759,379	\$4,769,020
23	2026/27	\$713,760,678	\$5,280,723
24	2027/28	\$784,066,105	\$5,842,829
25	2028/29	\$861,296,616	\$6,460,303
26	2029/30	\$946,134,332	\$7,138,597
27	2030/31	\$1,039,328,564	\$7,883,704
28	2031/32	\$1,141,702,428	\$8,702,203
29	2032/33	\$1,254,160,117	\$9,601,325
30	2033/34	\$1,377,694,888	\$10,589,010
<b>TOTAL TIF, 30 YEARS*</b>			<b>\$101,964,280</b>
<i>WITH PRIMARY REDEVELOPMENT PROJECT</i>			

**\*ASSUMPTIONS**

- \* first & second years reflect growth rates of 3.75%
- \* third & fourth years reflect approximately 50% completion rate of Primary Redevelopment Project
- \* fifth year reflects full completion of Primary Redevelopment Project & an annual growth rate thereafter comparable to the historic average rate for Miami-Dade County overall

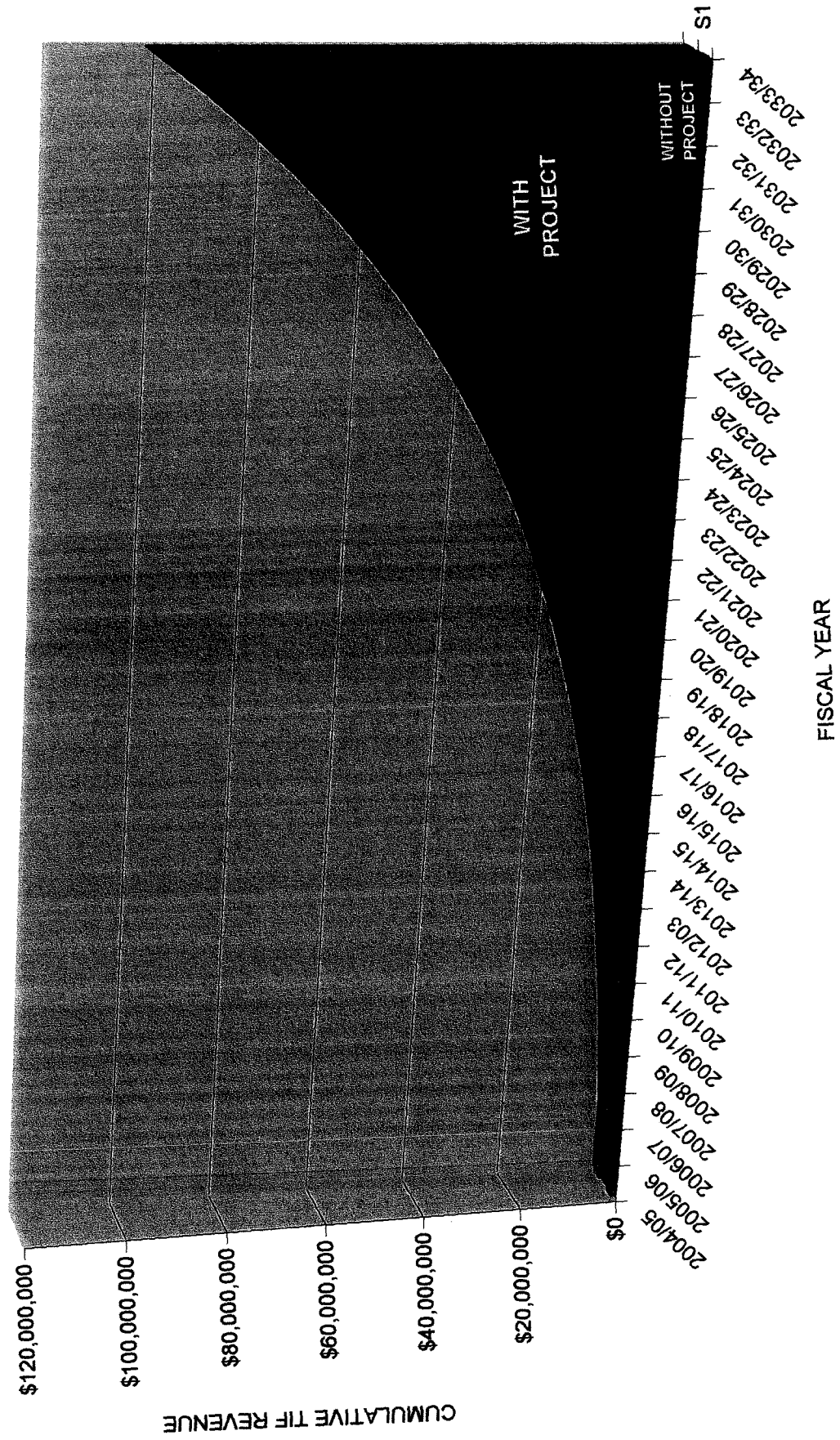
TABLE 3

**COMPARITIVE CUMULATIVE TAX INCREMENT FINANCING PROJECTION**  
**7th AVENUE CORRIDOR (MIAMI-DADE COUNTY)**

	WITHOUT PRIMARY REDEVELOPMENT PROJECT		WITH PRIMARY REDEVELOPMENT PROJECT	
	TIF @ 3.75% WITH .95 COUNTY CONTRIBUTION		ASSUMPTIONS IN TABLE 2	
FISCAL YEAR	ANNUAL TOTAL TIF	CUMULATIVE TOTAL TIF	ANNUAL TOTAL TIF	CUMULATIVE TOTAL TIF
2004/05	\$18,023	\$18,023	\$18,023	\$18,023
2005/06	\$34,672	\$52,695	\$34,672	\$52,695
2006/07	\$51,945	\$104,639	\$291,801	\$344,495
2007/08	\$69,865	\$174,504	\$531,657	\$876,152
2008/09	\$88,458	\$262,962	\$625,979	\$1,502,131
2009/10	\$107,747	\$370,709	\$729,593	\$2,231,724
2010/11	\$127,761	\$498,470	\$843,413	\$3,075,137
2011/12	\$148,524	\$646,994	\$968,444	\$4,043,581
2012/03	\$170,066	\$817,060	\$1,105,790	\$5,149,371
2013/14	\$192,416	\$1,009,477	\$1,256,665	\$6,406,036
2014/15	\$215,605	\$1,225,082	\$1,422,401	\$7,828,437
2015/16	\$239,662	\$1,464,744	\$1,604,462	\$9,432,899
2016/17	\$264,622	\$1,729,367	\$1,804,457	\$11,237,356
2017/18	\$290,518	\$2,019,885	\$2,024,150	\$13,261,506
2018/19	\$317,385	\$2,337,270	\$2,265,484	\$15,526,990
2019/20	\$345,260	\$2,682,530	\$2,530,589	\$18,057,579
2020/21	\$374,180	\$3,056,710	\$2,821,806	\$20,879,385
2021/22	\$404,184	\$3,460,894	\$3,141,709	\$24,021,094
2022/23	\$435,314	\$3,896,208	\$3,493,122	\$27,514,216
2023/24	\$467,611	\$4,363,819	\$3,879,149	\$31,393,366
2024/25	\$501,119	\$4,864,937	\$4,303,200	\$35,696,566
2025/26	\$535,883	\$5,400,820	\$4,769,020	\$40,465,586
2026/27	\$571,951	\$5,972,771	\$5,280,723	\$45,746,309
2027/28	\$609,372	\$6,582,144	\$5,842,829	\$51,589,139
2028/29	\$648,196	\$7,230,340	\$6,460,303	\$58,049,441
2029/30	\$688,476	\$7,918,816	\$7,138,597	\$65,188,038
2030/31	\$730,267	\$8,649,082	\$7,883,704	\$73,071,742
2031/32	\$773,624	\$9,422,706	\$8,702,203	\$81,773,945
2032/33	\$818,608	\$10,241,314	\$9,601,325	\$91,375,270
2033/34	\$865,278	\$11,106,592	\$10,589,010	\$101,964,280
TOTALS	\$11,106,592		\$101,964,280	



# 30-YEAR PROJECTED TIF REVENUE 7th AVENUE CORRIDOR (MIAMI-DADE COUNTY)



## **Bonding Authority**

The Agency has the authority, subsequent to approval of the Miami-Dade Board of County Commissioners, to issue redevelopment bonds which pledge the annual TIF revenue stream as the source of repayment. If the primary redevelopment project is not built, the Agency's revenue generating capacity is diminished to the point that the issuance of bonds is not feasible. It is the recommended strategy that the Agency aggressively pursue the completion of the primary redevelopment project and serve in an advocacy role and as the project coordinator representing the "public side" of a development agreement to be negotiated with private redevelopment interest.

The appropriate use of the bond proceeds shall be determined through the negotiation process with the private redevelopment interest. All net proceeds shall be allocated to land acquisition and capital-intensive projects along with the necessary professional services directly related to bond expenditure activities associated with the primary redevelopment project. It is the intent of this plan to provide maximum flexibility with regard to the financial arrangements and deal structures which utilize these funds for capital investment. The CRA intends to use full authority granted by this plan and Chapter 163, *Florida Statutes*, and all covenants delineated in the Official Statement that will be prepared to govern the bond issue.



## **Allocation and Expenditure of Non-Bond Related Revenue**

As prescribed in the Powers section of this Plan, the Agency shall have the authority to expend funds for all professional and administrative services necessary to carry out the implementation of the redevelopment strategies and programs in this Plan. In addition, the Agency is authorized to expend funds for completion of audits and other statutorily required reports with TIF revenue. The Agency shall also prepare a budget on an annual basis, which addresses the expenditure of all TIF trust fund revenue. This budget must be approved by the CRA Board of Commissioners. The by-laws and public notice requirements governing this board shall be adhered to in the budget adoption process. Nothing in this Plan can or shall usurp the authority and responsibility that the CRA Board of Commissioners has with regard to the preparation and adoption of the budget.

## Phase I Expenditure Budget Priorities

It is estimated that phase 1 will be completed in four to five fiscal years. At this point the Primary Redevelopment Project should be fully operational and will be adding approximately \$60,000,000 to the County/CRA tax roll. This will be in addition to more than 400 jobs, which will produce a recurring annual payroll in excess of \$20,000,000. A breakdown of the CRA expenditures which will be required to generate these benefits is listed below:

Program Development Category	Estimated Cost	Percentage of total budget
Land Acquisition Cost	\$16,000,000	80%
Landscape/Streetscape/Police Substation	\$1,000,000	5%
Implementation/Redevelopment Expertise and Professional Services	\$600,000	3%
Legal, Audit, Engineering, Environmental, Landscape Architect and other required Professional Services	\$400,000	2%
Contingency/ All costs related to Implementation of Phase 1	\$2,000,000	10%
<b>Total One-Time Public Expenditure</b>	<b>\$20,000,000</b>	

**Total Annual increase in County/CRA ad valorem tax roll: \$60,000,000**

**Total Annual payroll generated from Primary Redevelopment Project:**

**\$20,200,000 (this reflects the creation of 414 jobs with an average annual wage of approximately \$49,000.)**

**CONCLUSION:**

The successful redevelopment of the identified 30-parcel site will have a major positive impact in community pride, economics, and employment opportunities for high-paying, non-exportable jobs. The public profit on return of the of the one-time \$20,000,000 redevelopment fund investment is far-reaching and perpetual.

## SECTION 10

### NEIGHBORHOOD IMPACT OF PROGRAMS

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#### A. INTRODUCTION

The 7th Avenue Corridor Community Redevelopment Agency (7TH AVENUE CORRIDOR CRA) contains a limited number of residential units occupied by low to moderate-income households. Approximately 10% or less of the geographic area is utilized for residential. Only approximately 77 units exist in the entire area.

Redevelopment in 7th Avenue Corridor is in its earliest stages and future impacts of cumulative redevelopment activities cannot be quantified. Future impacts generated by redevelopment activities will be reviewed on a case-by-case basis as the proposed projects proceed through the various stages, boards and activities with the development approval process.

#### B. LAND USE, ZONING AND DEVELOPMENT APPROVALS

At the time of the adoption of the Plan, the 7TH AVENUE CORRIDOR CRA shall conform to all pertinent laws, ordinances and resolutions of Miami-Dade County as they relate to the approval of required permits or development orders for 7TH AVENUE CORRIDOR CRA-initiated projects which require such approvals. If more flexibility is required to ensure the success of the County's redevelopment initiative an overlay zoning district may be adopted through the required procedures.

### **C. TRAFFIC CIRCULATION**

It is the intent of the 7TH AVENUE CORRIDOR CRA to promote and improve safe, efficient and convenient traffic circulation throughout and within the 7th Avenue Corridor CRA area. In that the existing roadway network provides considerable connectivity with arterials and connectors, the 7TH AVENUE CORRIDOR CRA shall emphasize the need to improve those roadways within the 7TH AVENUE CORRIDOR CRA, which are currently in need of improvement. The Agency shall also serve as an advocate for aggressive grant and state funding for roadway and traffic circulation improvements.

### **D. COMMUNITY FACILITIES AND SERVICES**

Any existing community facilities within the boundary of the proposed CRA area will not be adversely affected by the CRA. Any such facilities may benefit from the economic improvement of the area, by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities.

Community services such as police and code enforcement can be expanded utilizing the programs included in the Redevelopment Plan.

### **E. EFFECT ON SCHOOL PROPERTIES**

There are no schools within the 7<sup>th</sup> Avenue Corridor CRA area.

## SECTION 11

### 7TH AVENUE CORRIDOR COMMUNITY REDEVELOPMENT AGENCY PLAN AMENDMENT PROCESS

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The 7th Avenue Corridor Community Redevelopment Area (7<sup>th</sup> AVENUE CORRIDOR CRA) Redevelopment Plan shall be in effect for a maximum of thirty (30) years from the date of its adoption.

The Plan may need to be amended in order for it to maintain its relevance and currency; to respond to priorities as they emerge; to serve new redevelopment areas; and to add needed specificity as projects, tax increment revenues and expenditures are defined in more detail over time.

Amendments to the Plan can only be made by the Board of County Commissioners of upon recommendations of the 7<sup>th</sup> AVENUE CORRIDOR CRA Board. The 7<sup>th</sup> AVENUE CORRIDOR CRA will initiate any amendment action by adopting a Resolution recommending that the Board of County Commissioners amend the Plan in a specified manner. The 7<sup>th</sup> AVENUE CORRIDOR CRA may then hold an advertised public hearing on the proposed modification or amendment and approve the modification by passage of an appropriate Resolution. Any amendment action also requires pre-notification of the affected taxing authorities by registered mail.

The governing State Statute does not specifically require that Plan amendments be reviewed by the Local Planning Agency (Planning & Zoning Board) for

conformity with the Comprehensive Plan, but this may be advisable if there is any question relative to an amendment's conformance with the County Comprehensive Plan. Also, at the time of amendment approval, the original "findings" made at the time of Plan adoption [F.S. 163.360(6)(a-d)] should be reaffirmed with regard to the proposed amendment or modification.

If any provision of this Community Redevelopment Plan or subsequent amendments shall be found to be invalid, unconstitutional or otherwise legally infirm, such provision shall not affect the remaining portions of the Plan.

## SECTION 12

### TECHNICAL INFORMATION, MAPS AND GENERAL PLANNING POLICY

This section of the Plan contains a chart indicating the location of all requirements for a Community Redevelopment Plan as contained in this document and identified in Section 163.362 *Florida Statutes*.

#### TECHNICAL PLAN ELEMENT

TECHNICAL ITEM	SECTION
Legal Description and Justification for the Redevelopment Area Boundaries	1
General Description of Redevelopment Area	1
Neighborhood Impact Review	10
Identification of any Capital Improvement Projects in the Redevelopment Area in the CIP Budget	12
Affordable Housing Policy Statement	5
Relocation Policy	5
Safeguards and Accountability Element	4
Projected Redevelopment Expenditures	9
Statement Providing a Time Certain for Completing All Redevelopment Tasks	4

The following technical elements are addressed in more detail as described below.

- a. **Identification of any Capital Improvement Projects in the Redevelopment Area in the CIP Budget:**



**Capital Improvement Projects currently funded:**

1. DERM: NW 73<sup>rd</sup> – NW 79<sup>th</sup> Streets between NW 7<sup>th</sup> and NW 12<sup>th</sup> Avenues. This is a drainage improvement project that is currently under construction.
2. DERM: NW 73<sup>rd</sup> – NW 79<sup>th</sup> Streets between NW 7<sup>th</sup> and NW 12<sup>th</sup> Avenues. This is a resurfacing project that is funded, but will not begin until the above noted drainage project is completed.

**b. Statement Providing a Time Certain for Completing All Redevelopment Tasks:**

As prescribed in Section 163.362(10), F.S., the time certain for the completion of all redevelopment tasks and programs presented in the 7<sup>th</sup> AVENUE CORRIDOR CRA Plan shall occur 30 years after the plan is approved and adopted pursuant to Section 163.361(1), *Florida Statutes*. All tax increment financing revenue from all sources will cease to be collected and deposited into the 7<sup>th</sup> AVENUE CORRIDOR CRA Redevelopment Trust Account after the 30-year period has transpired.

**c. Governing Policies**

The 7<sup>th</sup> AVENUE CORRIDOR CRA shall adhere to all requirements as set forth in Chapter 163, F.S. and in an Interlocal Agreement approved by the Board of County Commissioners.

To the greatest extent it determines feasible, the 7th AVENUE CORRIDOR CRA will afford maximum opportunity consistent with the needs of the community for private sector participation in redevelopment activities.

The 7th AVENUE CORRIDOR CRA will make every effort to responsibly leverage its financial resources to generate the maximum amount of funding for redevelopment activities. This includes but is not limited to utilizing TIF monies as matching funds for public and private grants.

The 7th AVENUE CORRIDOR CRA will work in concert with groups such as Enterprise Florida, the Beacon Council, Miami-Dade Chamber of Commerce, North Dade Regional Chamber of Commerce, Merchant's Associations, and other community groups to create positive economic development and to foster job creation and business opportunities in the assigned Redevelopment Area.

All 7th AVENUE CORRIDOR CRA development activities shall be subject to Land Development Code, Comprehensive Plan and the County Code of Ordinances.

The 7th AVENUE CORRIDOR CRA will work with local groups to ensure public input and participation in the implementation of its Redevelopment Plan and activities.

The 7th AVENUE CORRIDOR CRA will work to coordinate and maximize all redevelopment activities with the appropriate local governments, housing authorities, the State of Florida and the Federal Government.

## SECTION 13

### LAND ACQUISITION AND DISPOSITION ELEMENT

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#### LAND ACQUISITION

As prescribed in the POWERS section of the Redevelopment Plan and Chapter 163, Part III, *Florida Statutes*, the 7th AVENUE CORRIDOR CRA has the authority to acquire and dispose of properties in furtherance of redevelopment activities deemed appropriate by both the CRA Board and the Miami-Dade County Board of Commissioners.

The Agency shall support and advocate the public acquisition of property with the intention to incorporate by sale, all acquired property to enhance the probability of a successful Primary Redevelopment Project as well as other redevelopment initiatives. In addition, the 7th Avenue Corridor CRA shall reserve the right to cause the redevelopment of any vacant parcel or property by either directly acquiring or by causing the property to be acquired by the private sector through the request for proposal process. The statutory authority under Section 163.370, *Florida Statutes*, given to the Agency allows for the implementation of either strategy.

## DISPOSITION OF PROPERTIES

The agency shall require the approval of the Miami-Dade County Board of County Commissioners for the disposition of any property within the redevelopment area.

Any property disposed of by the 7th AVENUE CORRIDOR CRA shall be done so in accordance with Section 163.380, *Florida Statutes*.

### **163.380 Disposal of property in community redevelopment area.--**

*(1) Any county, municipality, or community redevelopment agency may sell, lease, dispose of, or otherwise transfer real property or any interest therein acquired by it for community redevelopment in a community redevelopment area to any private person, or may retain such property for public use, and may enter into contracts with respect thereto for residential, recreational, commercial, industrial, educational, or other uses, in accordance with the community redevelopment plan, subject to such covenants, conditions, and restrictions, including covenants running with the land, as it deems necessary or desirable to assist in preventing the development or spread of future slums or blighted areas or to otherwise carry out the purposes of this part. However, such sale, lease, other transfer, or retention, and any agreement relating thereto, may be made only after the approval of the community redevelopment plan by the governing body. The purchasers or lessees and their successors and assigns shall be obligated to devote such real property only to the uses specified in the community redevelopment plan and may be obligated to comply with such other requirements as the county, municipality, or community redevelopment agency may determine to be in the public interest, including the obligation to begin any improvements on such real property required by the community redevelopment plan within a reasonable time.*

*(2) Such real property or interest shall be sold, leased, otherwise transferred, or retained at a value determined to be in the public interest for uses in accordance with the community redevelopment plan and in accordance with such reasonable disposal procedures as any county, municipality, or community redevelopment agency may prescribe. In determining the value of real property as being in the public interest for uses in accordance with the community redevelopment plan, the county, municipality, or community redevelopment agency shall take into account and give consideration to the long-term benefits to be achieved by the county, municipality, or community redevelopment agency resulting from incurring short-term losses or costs in the disposal of such real property; the uses provided in such plan; the restrictions upon, and the covenants, conditions, and obligations assumed by, the purchaser or lessee or by the county, municipality, or community redevelopment*

agency retaining the property; and the objectives of such plan for the prevention of the recurrence of slum or blighted areas. In the event the value of such real property being disposed of is for less than the fair value, such disposition shall require the approval of the governing body, which approval may only be given following a duly noticed public hearing. The county, municipality, or community redevelopment agency may provide in any instrument of conveyance to a private purchaser or lessee that such purchaser or lessee is without power to sell, lease, or otherwise transfer the real property without the prior written consent of the county, municipality, or community redevelopment agency until the purchaser or lessee has completed the construction of any or all improvements which he or she has obligated himself or herself to construct thereon. Real property acquired by the county, municipality, or community redevelopment agency which, in accordance with the provisions of the community redevelopment plan, is to be transferred shall be transferred as rapidly as feasible in the public interest, consistent with the carrying out of the provisions of the community redevelopment plan. Any contract for such transfer and the community redevelopment plan, or such part or parts of such contract or plan as the county, municipality, or community redevelopment agency may determine, may be recorded in the land records of the clerk of the circuit court in such manner as to afford actual or constructive notice thereof.

(3)(a) Prior to disposition of any real property or interest therein in a community redevelopment area, any county, municipality, or community redevelopment agency shall give public notice of such disposition by publication in a newspaper having a general circulation in the community, at least 30 days prior to the execution of any contract to sell, lease, or otherwise transfer real property and, prior to the delivery of any instrument of conveyance with respect thereto under the provisions of this section, invite proposals from, and make all pertinent information available to, private developers or any persons interested in undertaking to redevelop or rehabilitate a community redevelopment area or any part thereof. Such notice shall identify the area or portion thereof and shall state that proposals must be made by those interested within 30 days after the date of publication of the notice and that such further information as is available may be obtained at such office as is designated in the notice. The county, municipality, or community redevelopment agency shall consider all such redevelopment or rehabilitation proposals and the financial and legal ability of the persons making such proposals to carry them out; and the county, municipality, or community redevelopment agency may negotiate with any persons for proposals for the purchase, lease, or other transfer of any real property acquired by it in the community redevelopment area. The county, municipality, or community redevelopment agency may accept such proposal as it deems to be in the public interest and in furtherance of the purposes of this part. Except in the case of a governing body acting as the agency, as provided in s. 163.357, a notification of intention to accept such proposal must be filed with the governing body not less than 30 days prior to any such acceptance. Thereafter, the county, municipality, or community redevelopment agency may execute such contract in accordance with the provisions of subsection (1) and deliver deeds, leases, and other instruments and take all steps necessary to effectuate such contract.

*(b) Any county, municipality, or community redevelopment agency that, pursuant to the provisions of this section, has disposed of a real property project with a land area in excess of 20 acres may acquire an expanded area that is immediately adjacent to the original project and less than 35 percent of the land area of the original project, by purchase or eminent domain as provided in this chapter, and negotiate a disposition of such expanded area directly with the person who acquired the original project without complying with the disposition procedures established in paragraph (a), provided the county, municipality, or community redevelopment agency adopts a resolution making the following findings:*

- 1. It is in the public interest to expand such real property project to an immediately adjacent area.*
- 2. The expanded area is less than 35 percent of the land area of the original project.*
- 3. The expanded area is entirely within the boundary of the community redevelopment area.*

*(4) Any county, municipality, or community redevelopment agency may temporarily operate and maintain real property acquired by it in a community redevelopment area for or in connection with a community redevelopment plan pending the disposition of the property as authorized in this part, without regard to the provisions of subsection (1), for such uses and purposes as may be deemed desirable, even though not in conformity with the community redevelopment plan.*

*(5) If any conflict exists between the provisions of this section and s. 159.61, the provisions of this section govern and supersede those of s. 159.61.*

*(6) Notwithstanding any provision of this section, if a community redevelopment area is established by the governing body for the redevelopment of property located on a closed military base within the governing body's boundaries, the procedures for disposition of real property within that community redevelopment area shall be prescribed by the governing body, and compliance with the other provisions of this section shall not be required prior to the disposal of real property.*